

Rhode Island Department of Environmental Management

**Office of Waste Management
FY2002-2003 Work Plan**

I. Program Description:

This document is a strategic plan for the Office of Waste Management for the 2002 period that runs from July 1, 2001 to June 30, 2003. The formulation and drafting of this plan was undertaken, in part, too effectively develop a Performance Partnership Agreement with the U.S. Environmental Protection Agency for that time period. Perhaps more importantly though, this plan was developed to focus the actions and resources of the Office of Waste Management to meet its mission and goals as effectively as possible over the next twenty-four months. This plan incorporates the results of discussion and comment from the Department's stakeholder meeting(s).

The Office of Waste Management (OWM) was created as a result of the reorganization of the Department of Environmental Management in September of 1996 from the former Divisions of Site Remediation and Waste Management. Hazardous waste, solid waste and underground storage tank licensing, permitting and site remediation functions were consolidated within together to form this new Office. OWM is organized into four distinct, but inter-related sections. Those four sections are Waste Facility Management, Underground Storage Tank Management, Superfund and Department of Defense Site Management, and Site Remediation and Brownfields Revitalization. An organizational chart is shown in Figure 1.

In addition, other programs within DEM include sections that are integral to the management of waste materials in Rhode Island. DEM has consolidated and streamlined compliance activities, including emergency response and enforcement programs, in a new Office of Compliance and Inspection. Furthermore, compliance assistance, customer service, and pollution prevention programs were consolidated in a second new office, the Office of Technical and Customer Assistance. Finally, residential and commercial waste recycling programs formerly housed in DEM's Office of Strategic Planning and Policy are scheduled to be transitioned into the Office of Waste Management in the coming year. Interoffice coordination between these four Offices is critical for effective waste management policy and regulation throughout the State.

Waste Management Facilities and Site Clean Up in Rhode Island: Waste management facilities and the clean up of contaminated sites have impacts on virtually all Rhode Islanders. In a State where quality of life has such high value to residents, businesses and visitors, it is critical that wastes are managed appropriately and contaminated properties are cleaned up in a professional and responsible manner.

In Rhode Island 43 facilities are used for the management of solid or hazardous waste materials, 2300 facilities store oil or hazardous materials in underground storage tanks, and over 980 properties are known to be contaminated through leaks or spills of oil or chemicals. Many of these sites lie in areas where problems could, or do threaten surface water, ground water, and other sensitive environmental resources that the state is trying to protect and/or restore. Over 35% of our regulated sites lie within 500 feet of a surface water body. Spills and leaks at regulated facilities almost always threaten groundwater. Over 80% of the ground water in RI is classified as GAA or GA, which means the State is committed to protecting it for suitability as drinking water. Furthermore, Rhode Island is a small, but densely populated community, where over 67 percent of the sites regulated by the Office of Waste Management are located in densely populated urban and suburban neighborhoods. Given these challenges, OWM is committed to continuing its core program activities of protection with emphasis on reducing waste generation at the source, while integrating these and other activities into the Department's Watershed-Ecosystem based approach to environmental management.

This work plan is presented in a format that defines OWM's mission statement, major goals, and office highlights on major initiatives. That presentation is followed by a program-by-program breakdown of specific program "strategies" to meet "key objectives" which are linked to the goals and mission of the office as well as the goals and strategic priorities of the Department. In addition, the office has identified specific measures to be tracked to assess the environmental and programmatic benefits accomplished by these activities.

II. Office Mission Statement :

To promote source reduction and recycling of wastes, and to protect human health and the environment from spills and releases from licensed waste management operations, underground storage tank facilities, and contaminated sites.

III. Office Highlights:

The following are major highlights and initiatives being implemented by the Office of Waste Management in support of the Department's goals:

- ◆ **Watershed and "Smart" Growth Strategies:** Over the next two years, the Office intends to continue to coordinate and integrate its office efforts, where possible, into the department wide initiatives supporting watershed based environmental management and "smart" growth strategies. The watersheds along the Wood/Pawcatuck, and the Woonasquatucket Rivers have been identified by

the Department to pilot this approach. Office activities will most likely include targeted site assessments, and coordinated site clean ups in these areas. In addition, Brownfields program activities will begin focusing where possible on regional, multi-site areas for clean up versus individual sites as part of the statewide effort of “smart growth” and protecting “greenways”.

- ◆ **Woonasquatucket River Revitalization:** For several years the Office of Waste Management and EPA have been conducting extensive investigative activities in the Woonasquatucket River watershed and we plan to continue and integrate these activities in the coming year as part of the department’s broader watershed based efforts. We have developed an effective working partnership with both the City of Providence and the Providence Plan to identify Brownfields sites and facilitate their return to beneficial use in the neighborhood. Our focus on this community began with the award of a Brownfields pilot grant in 1996. This partnership was recognized by EPA in 1998 when Providence was named one of sixteen Brownfields Showcase Communities in the United States. In FY 2002/2003, we intend to continue work along the river corridor, as well as work closely with EPA on the investigation of the Centerdale Manor site with the associated dioxin contamination issues found in river sediments.
- ◆ **Pawtuxet River Waste Site Investigation and Clean-up Project:** In 1998, we planned to institute a coordinated management strategy for the investigation of several contaminated sites along the Pawtuxet River which build on and expand the pro-active Brownfields pilot project currently ongoing in the Blackstone and Woonasquatucket River watersheds. Lack of funding stifled this initiative in 1998; however, in 1999 the communities took the lead and received a Brownfields demonstration pilot grant to begin the work. In 2002/2003, we expect this project to continue and focus on identifying and managing sites in the Pawtuxet Valley communities of West Warwick and Coventry as well as potential involvement in parts of Cranston and Warwick.
- ◆ **Providence and Seekonk Rivers Project:** In 1998, with EPA’s assistance, significant amounts of environmental data were organized and evaluated for over 35 sites bordering the Providence and Seekonk Rivers. The Office is continuing its efforts to evaluate and develop a regional strategy for addressing these sites.
- ◆ **Proactive Approach to Rhode Island’s Historical Dumps and Landfills:** The Office has begun an effort to characterize and evaluate almost 100 historical dumps and landfills located throughout the State. We hope to develop a clear program for municipalities and other parties to address their liabilities with respect to many of these uncontrolled sites.
- ◆ **1998 UST Upgrade Efforts:** The Office is following up on the completion of its extensive 10 year effort to have all underground storage tank systems in the state meet the 1998 federal standards of protection. During the next year we will continue our effort with a pro-active inspection program to ensure compliance and proper operations of these systems by facility owners.

- ◆ **Improved Communication and Web Page Enhancements:** The Office continues its communication and outreach efforts with further enhancements to the Office web page. Additional fact sheets on contaminated site clean ups continue to be added, in addition to providing internet access to all rules, regulations, and department policies. The office will also continue its efforts with RIEDC on the joint Brownfields Web page for the State of Rhode Island.
- ◆ **State Involvement with Regional and National Agenda Issues:** Office personnel continue to participate and represent RI's state perspective on national and regional waste issues. This involvement has helped identify and resolve inconsistencies in waste management practices with neighboring states, and has fostered a comprehensive regional approach to environmental issues of concern. This has included active involvement in the regional North East Waste Management Organization Association (NEWMOA), participation on several national task forces for CERCLA, Special Wastes, and National Communication efforts through the Association of State and Territorial Solid Waste Management Officials (ASTSWMO), and continuing participation on EPA's national universal hazardous waste manifest workgroup.
- ◆ **Permit Streamlining:** A Department-wide permit streamlining effort is currently underway. Several specific recommendations were previously made by various contractors and stakeholders related to streamlining the Office of Waste Management's existing processes. As part of a study conducted by a Department consultant (Peat Marwick) several years ago, most of those recommendations have already been implemented. The OWM intends to continue and expand those efforts with a particular effort related to implementing the new Department wide Kyran computer system, and holding a new round of stakeholder meetings on the site remediation approval process to assess progress and identify priorities into the future.
- ◆ **Source Reduction and Recycling of Wastes:** The Office has coordinated with the Office of Strategic Planning and Policy on the transition of these Department responsibilities into the Office of Waste Management. Based upon reallocated resources, the Office will coordinate Department efforts with the Rhode Island Resource Recovery Corporation (RIRRC) to ensure a coordinated state approach to waste management supporting the above principals.
- ◆ **Stakeholder Advisory Committee:** In 1999 the Site Remediation Program continued its stakeholder advisory committee, which contained a broad spectrum of members including members of the regulated community and the Department of Health. Significant progress was made on a number of program issues, most notably on the issue of arsenic contamination versus natural background levels. Many of the issues identified above will also be included in future stakeholder meetings.
- ◆ **RCRA State Program Authorization:** The office is continuing its effort to revise the state hazardous waste regulations to incorporate recent federal changes. In addition to other proposed changes, the next round of revisions will include RCRA corrective action authorization.

IV. KEY OBJECTIVES AND STRATEGIES:

In order to meet the Office mission and Department goals and strategic priorities, five general key objectives have been identified which are critical to planning program activities, setting program priorities, and undertaking initiatives and program enhancements:

- ◆ To promote waste source reduction and recycling, and pollution prevention activities.
- ◆ To contribute to watershed restoration and clean-up of underutilized contaminated sites to support “smart growth” strategies,
- ◆ To ensure the proper transportation, storage, treatment, management and disposal of generated solid waste, hazardous waste and medical waste,
- ◆ To ensure the proper management of underground storage tank systems, and
- ◆ To minimize or eliminate the impacts and risks to human health and the environment which result from releases of oil, chemicals or wastes.

Every activity undertaken by the Office of Waste Management must support one or more of these key objectives.

- ◆ To ensure the proper transportation, storage, treatment, management and disposal of generated solid waste, hazardous waste and medical waste.
- ◆ To ensure the proper management of underground storage tank systems and
- ◆ To minimize or eliminate the impacts and risks to human health and the environment which result from releases of oil, chemicals or wastes.

Every activity undertaken by the Office of Waste Management must support one or more of these key objectives.

OBJECTIVE 1: To promote waste source reduction and recycling, and pollution prevention activities.		Environmental Indicators: Pollution prevention
STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Monitor the quantities and types of hazardous waste generated in the State. 	<ul style="list-style-type: none"> Analyze hazardous waste management through the biennial report system (BRS) to evaluate types and quantities of hazardous waste generated in RI for planning purposes. (OWM-WFMP, and EPA). 	<ul style="list-style-type: none"> Change in hazardous waste generation per State reporting period. 1997 vs. 1999 Biennial Report, and 1999 vs. 2001 Biennial Report. <p><u>Primary Building Blocks:</u> Quantity of hazardous waste generated per reporting period.</p> <ul style="list-style-type: none"> Notices to be sent to LQGs in December 2001. LQG submissions expected March 2002. Data to be downloaded to EPA by October 31, 2002. Data summary and analysis compiled within 90 days of final report from EPA
	<ul style="list-style-type: none"> Coordinate with EPA on national data management efforts including the WIN/Informed data management project to assure nationally consistent information base. 	<ul style="list-style-type: none"> Participate in the review process as required to re-evaluate RCRA Info information management structure and proposed changes to the structure.
<ul style="list-style-type: none"> Monitor the quantities and types of solid waste managed, disposed of, and recycled in Rhode Island. 	<ul style="list-style-type: none"> Review annual survey report for solid waste management facilities. 	<ul style="list-style-type: none"> Change in percent of total solid waste managed by method per reporting period. <p><u>Primary Building Blocks:</u></p> <ul style="list-style-type: none"> Total quantity of solid waste disposed. State population. Total quantity of solid waste managed per reporting period by management method. Survey sent annually by March 31st Response due by July 15th Data compiled and analyzed by October 15th

STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Promote beneficial uses of Solid Waste 	<ul style="list-style-type: none"> Solicit review from Legal Services of draft policy and finalize based on input. Evaluate applications for alternative uses of solid waste in accordance with the OWM's Policy Memo regarding Guidelines on Beneficial Use Determinations ("BUDs") for Source Segregated Solid Waste. This includes the use of certain solid waste materials as alternative sources of daily cover at licensed sanitary landfills. 	<ul style="list-style-type: none"> Final BUD Policy prepared for Director's signature within 120 days of receipt of comments from Office of Legal Services Number of applications received (2 anticipated) Number of applications approved, denied, or withdrawn Quantity of solid waste material recycled or reused (by waste material type/classification and reuse type/classification)
<ul style="list-style-type: none"> Promote recycling 	<ul style="list-style-type: none"> Based upon resources reallocated to OWM, coordinate with the Office of Strategic Planning and Policy to assist the Rhode Island Resource Recovery Corporation efforts to increase and statewide source reduction and recycling efforts. Assist the Office of Strategic Planning and Policy in preparing draft legislation to revise the recycling statutes and revise the regulations to reflect RIRRC's lead in promotion and implementation of recycling throughout Rhode Island 	<ul style="list-style-type: none"> Review and comment on proposed statutory and regulatory revisions within 45 days of receipt Attend recycling coordination meetings (3 anticipated) Post solid waste survey on the web by December 31st
<ul style="list-style-type: none"> To prevent adverse impacts to ground and surface water from selected replacement of MTBE gasoline additive. 	<ul style="list-style-type: none"> Participate in NEIWPCC study to evaluate ethanol as replacement to MTBE 	<ul style="list-style-type: none"> Status of NEIWPCC study.

OBJECTIVE 2: To contribute to watershed restoration and cleanup of underutilized sites (Brownfields) to support “smart growth” strategies.		Environmental Indicators
STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Respond to proposals to clean-up/reuse sites (OWM-Site Remediation) 	<ul style="list-style-type: none"> Oversee Brownfields pilot investigations 	<ul style="list-style-type: none"> Number of notifications at potential candidate Brownfields pilot sites (3 expected). Number of notifications at non-federal pilot Brownfields sites (2 expected).
	<ul style="list-style-type: none"> Draft and enter Settlement Agreements to provide assurances to prospective purchasers and other parties who wish to reuse or redevelop contaminated sites that have undergone site response and clean-up activities. 	<ul style="list-style-type: none"> Number of settlement agreements executed. (Target 18)
<ul style="list-style-type: none"> Assess Brownfields Sites. (OWM-SFA) 	<ul style="list-style-type: none"> Conduct Brownfields Site Assessments Review EPA lead targeted Brownfields site assessments completed 	<ul style="list-style-type: none"> Complete BSA at Pontiac Mills by June 2002 Number of Brownfields Site Assessments initiated by OWM (2 expected). Number of Brownfields Site Assessments completed by OWM (1 expected). Number received from EPA (3 expected). Number of reviews completed of EPA assessments (3 expected).
<ul style="list-style-type: none"> Implement and support Brownfields Pilot Projects (OWM- Site Remediation) 	<ul style="list-style-type: none"> Expand the geographical scope of the Rhode Island Brownfields Pilot Project. Use TAC contractor to perform field investigations, remedial design work, and report preparation where possible to maximize program resources. Perform Phase I and Phase II site investigations and prepare Remedial Evaluation Reports (RERs) where applicable 	<ul style="list-style-type: none"> Number of Phase I investigations completed (3 expected) Number of Remedial Evaluation Reports (RERs) initiated by OWM (3 expected). Number of RERs completed by OWM (2 expected). Evaluate expansion of scope of Brownfields pilot by June 2003 If appropriate, amend Brownfields pilot grant by June 2003 to include new areas

STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Support Brownfields Revolving Loan Fund (EDC Lead) 	<ul style="list-style-type: none"> Review projects that are utilizing the revolving loan fund for compliance with the National Contingency Plan (NCP), as well as the Site Remediation Regulations. 	<ul style="list-style-type: none"> Number of applications reviewed for projects utilizing the Revolving Loan Fund. (6 expected).
<ul style="list-style-type: none"> Continue marketing and communicating Brownfields Program efforts. 	<ul style="list-style-type: none"> Maintenance of the Brownfields Economic Indicator Tracking (sites w/executed settlement agreement) Continue Web page enhancements. 	<ul style="list-style-type: none"> Acres of Land Remediated and Reused (Goal of 60 acres) Total Assessed Value (\$) Taxes Assessed (\$) Number of new or retained jobs Estimated Annual Income Tax (\$) Updated Brownfields web page operational by August 30, 2001.
	<ul style="list-style-type: none"> Coordinate with OC&I and Legal Services in Department's efforts to establish an SEP Bank of potential projects. 	<ul style="list-style-type: none"> List of potential Brownfields projects for consideration in the SEP Bank will be prepared by June 2003.

OBJECTIVE 3: To ensure the proper transportation, storage, management and disposal of solid waste, hazardous waste and medical waste.		ENVIRONMENTAL INDICATORS
STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Ensure wastes are managed in accordance with current standards (transporter permits, HW permits, SW permits, manifests, variances). 	<ul style="list-style-type: none"> Evaluate and process approximately 2500 permit applications for hazardous, medical, and septage waste transporters. (OWM-WFMP) 	<ul style="list-style-type: none"> Number of transporter permits applications received. Number of transporters permitted. Permits will be issued within 45 days of receipt of complete application
	<ul style="list-style-type: none"> Continue to monitor national development and evaluate the benefits of entry into the universal Hazardous Waste Transporter program. 	<ul style="list-style-type: none"> Evaluation complete by June 30, 2002
	<ul style="list-style-type: none"> Finalize review and approval of HW closure at 21st Cent. Complete HW review and approval for Chempak permit subject to public hearing requirements. TSDf permit modifications as required. 	<ul style="list-style-type: none"> Status of HW application reviews. Closure at 21st Century expected complete by December 31, 2001 Complete review of ChemPak application by May 1, 2002 ChemPak public hearing scheduled by May 15, 2002
	<ul style="list-style-type: none"> Evaluate 5 temporary hazardous waste storage and/or transfer area applications. 	<ul style="list-style-type: none"> Number of transfer facility applications received and reviewed (target – 5 anticipated).
	<ul style="list-style-type: none"> Evaluate variances for permitted hazardous waste operations. 	<ul style="list-style-type: none"> Number of applications approved Number of requests for variances received/reviewed (2 expected).
	<ul style="list-style-type: none"> Track hazardous waste shipments through the manifest system to ensure proper disposal of hazardous waste. (OWM-WFMP). Continue to encourage additional electronic submission of manifest data. 	<ul style="list-style-type: none"> 100 percent of manifests are logged into system and available for multi-Office use within 30 days of receipt. (Approximately 90,000 manifests received annually) Maintain manifest database File currently proposed regulatory changes with Secretary of State that incorporate revisions encouraging electronic submission of data by August 31, 2001.

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> • Solid/Medical Waste license applications to be reviewed: • Landfills (3/FY 2002, 1/FY 2003 expected) • Transfer Stations (4/FY 2002, 17/FY 2003 expected) • Construction and Demolition Debris Processing Facilities (5/FY 2002, 1/FY 2003 expected) • Composting facilities (13/FY 2002, 13/FY 2003 expected). • Petroleum-Contaminated Soil processing facilities (0 expected) • Permits for medical waste treatment storage and disposal facilities (1/FY 2002 expected). • Review and oversee efficacy study at medical waste treatment storage and disposal facility. ◆ Variances for medical waste transporters (10 expected). 	<ul style="list-style-type: none"> • Number of applications under review (by type) • Number of applications approved, denied, or withdrawn (by type) • Percent of waste management facility permits/licenses reviewed, and decisions made based on current Regulatory Standards. <p><u>Primary Building Blocks</u></p> <ul style="list-style-type: none"> • Total number of licensed/permitted or registered facilities (TSDF, Temp HW, Solid/Medical Waste) • Number of those facilities with licenses/permits or registrations reviewed, and decisions made based on most current applicable regulatory standards. • Complete review of the New England Ecological Development application and issue notice of intent by August 1, 2002 • Complete review of the Pond View Recycling application and issue notice of intent by November 15, 2001 • Complete review of efficacy study at medical waste treatment storage and disposal facility by June 2003
	<ul style="list-style-type: none"> • Review alternative medical waste treatment technologies. 	<ul style="list-style-type: none"> • Complete review of alternative medical waste treatment technologies within 120 days of receipt of DOH approval (3 expected per year)
	<ul style="list-style-type: none"> • Conduct TSDF inspections 	<ul style="list-style-type: none"> • Number of TSDF inspections completed (target –2 full inspections).

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> Conduct inspections of 5 temporary HW storage and/or transfer area facilities 	<ul style="list-style-type: none"> Number of temporary HW transfer or storage area facility inspections completed (expected 5 annually). Number of referrals to OC&I for NOV (significant non-compliance) Number of LNCs issued
	<ul style="list-style-type: none"> Conduct routine inspections of licensed solid waste management activities (100 per year) 	<ul style="list-style-type: none"> Number of SW & MW inspections completed (target-100 per year). Percent of waste facilities inspected annually Percent of inspected facilities in compliance Number of referrals to OC&I for NOV (significant non-compliance) Number of LNCs issued <p><u>Primary Building Blocks</u></p> <ul style="list-style-type: none"> Total number of licensed/permitted or registered facilities (TSDF, Temp HW, Solid/Medical Waste) Number of those facilities inspected.
	<ul style="list-style-type: none"> Oversee final closure of the Global Waste C&D Facility –Coventry RI 	<ul style="list-style-type: none"> Complete review of removal/closure plan within 45 days of receipt Conduct inspections of Global facility during closure/removal activities either directly or by TAC contractor (3 inspections planned-2 interim and 1 final) Status of compliance with approval Closure Plan and/or Consent Agreement estimated percent of waste removed from site.

STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Improve regulations and understanding of program requirements (RCRA Authorization, Dredging, outreach). 	<ul style="list-style-type: none"> Maintain RCRA Program authorization from EPA (OWM-WFMP, and EPA) Submit regulatory revisions (universal waste, TC Rule, and Non-HSWA Cluster IV) to EPA for final authorization approval. Plan to pursue authorization of rules through incorporation by reference through June 2001 with evaluation of “optional” federal rules, and rules most applicable to RI. Submittal will also include RCRA Corrective Action Package 	<ul style="list-style-type: none"> Status of program authorization Hold preliminary informal stakeholder meetings on State specific rules (i.e.: used oil, SQG issues, etc.) and future proposed incorporations between October and February 2002 Target for initial submittal of draft package for EPA review is June 2002. Number of regulatory checklists submitted to EPA for approval Promulgated regulatory revisions within 45 days of receipt of final legal and EPA approvals
	<ul style="list-style-type: none"> Participate in tracking implementation of the July 2000 recommendations of the Central Landfill Action Committee (CLAC) 	<ul style="list-style-type: none"> Review and comment on draft quarterly reports within 21 days of receipt from RIRRC Post quarterly reports on web within 10 days of final approval
	<ul style="list-style-type: none"> Provide accurate and timely information to make the 	<ul style="list-style-type: none"> Transition from RICRIS to RCRA Info in accordance with schedule to be developed with EPA
	<ul style="list-style-type: none"> Complete 2001 Biennial Report 	<ul style="list-style-type: none"> Attend National training on RCRA information as required. Data to be downloaded to EPA by October 31, 2002
	<ul style="list-style-type: none"> Coordinate with DEM Offices of Technical & Customer Assistance, Water Resources and other agencies on revising the sediment management policy for dredge projects, and streamlining the internal review process. 	<ul style="list-style-type: none"> Ongoing

OBJECTIVE 4: To ensure the proper management of underground storage tank systems		ENVIRONMENTAL INDICATORS
STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Ensure proper installation/upgrade of UST systems. 	<ul style="list-style-type: none"> Review, approve, and inspect the installation and upgrade of UST systems. 	<ul style="list-style-type: none"> Percent of active UST's having corrosion protection equipment as required. Percent of active UST's having leak detection systems as required. <p><u>Primary Building Blocks :</u></p> <ul style="list-style-type: none"> Total number of UST's systems regulated under Subtitle I (active and closed) Number of permanently closed petroleum UST's regulated under Subtitle I. Total number of hazardous substance UST systems (active and closed). Number of UST systems equipped to meet the 1998 requirements for upgrading (do not include closed UST systems) Number of UST systems equipped to meet the requirements for leak detection. Number of facilities that have submitted applications for new installations or upgrades (34 per year expected). Review of applications for new installations or upgrades will be completed within 21 days of receipt Number of new installations inspected (34 per year expected).
<ul style="list-style-type: none"> Ensure proper operation and maintenance (O & M) of UST systems (Registrations, testers, inspections, outreach). 	<ul style="list-style-type: none"> Maintain a registration program for approximately 3400 underground storage tanks (OWM-UST). Update PPTIS with UST information we have kept in the files (overfill, spill containment, leak detection equipment). 	<ul style="list-style-type: none"> Percent of facilities invoiced for UST's Invoices to be issued by September 30th Migration of information from UST Access to PPTIS system by October 15, 2001

	<ul style="list-style-type: none"> • Staff wide participation in the development and conversion of database (Kyran) • Track and enforce against facilities that have past due fees. • Track and enforce against facilities that have abandoned UST's. • Track and refer for enforcement action Number facilities still non-compliant with the Dec. 1998 upgrade requirements. • Attend EPA offered training as offered • Support UST compliance outreach • Assist in development of UST compliance package and distribute to regulated facilities 	<ul style="list-style-type: none"> • PPTIS updated with UST information we have kept in the files (overfill, spill containment, leak detection equipment) by November 1, 2001. • Percent of facilities that have paid fees. • Number of facilities that have paid fees. • Number of facilities that owe fees. • Percent of known facilities non-compliant with the December 1998 upgrades deadline, referred to OC&I for enforcement. • Number of abandoned UST's closed. • Participate in weekly meetings as part of SIG workgroup • Training courses attended. • Percent of UST owners provided with outreach material
	<ul style="list-style-type: none"> • License tank integrity testers and testing companies, and review submitted tank tests. (OWM-UST) 	<ul style="list-style-type: none"> • Number of licensed testers, companies, and testing methods. • Number of tests submitted. (300 expected per year) • Number of failed tests reported
	<ul style="list-style-type: none"> • Inspect UST facilities for Compliance 	<ul style="list-style-type: none"> • Number of compliance inspections (initial) (40 expected) • Number of compliance inspection (follow-up) (40 expected) • Number of non-compliant facilities after initial inspection • Number of non-compliant facilities after follow-up inspections. • Percent of UST facilities in significant operational compliance with UST spill, overfill, and corrosion protection regulations ("1998" Regulations).

		<ul style="list-style-type: none"> Percent of UST facilities in significant operational compliance with UST Leak Detection Regulations
	<ul style="list-style-type: none"> <u>Enhancement</u>: Develop and distribute requirements for the submission of required test data for continuous leak detection and corrosion protection (OWM-UST). <u>Enhancement</u>: Implement the requirements for submission of test data for continuous leak detection and corrosion protection, and track submittals 	<ul style="list-style-type: none"> Number of tests submitted Number of failed tests submitted.
<ul style="list-style-type: none"> Conduct compliance reviews for reimbursement 	<ul style="list-style-type: none"> Review the compliance status of UST facilities for UST Fund eligibility (OWM-UST). 	<ul style="list-style-type: none"> Review the compliance status of UST facilities for UST Fund eligibility within 30 days of receipt Total number of compliance determinations received from the UST Fund Board. (12 expected per year) Number of positive referrals to Board. Number of negative referrals to Board.
<ul style="list-style-type: none"> Ensure proper UST closures (abandoned tanks as well). 	<ul style="list-style-type: none"> Review and approve tank closure applications (OWM-UST). 	<ul style="list-style-type: none"> Number of closure applications reviewed (180 expected per year) Number of closures to be observed in the field (135 expected per year)
<ul style="list-style-type: none"> Ensure adequate and sustainable funding for UST program 	<ul style="list-style-type: none"> Assess the adequacy of existing funding sources and develop recommendations to address any deficiencies, including any necessary statutory or regulatory changes 	<ul style="list-style-type: none"> Complete assessment by January 2002.

OBJECTIVE 5: To minimize or eliminate the impacts and risks to human health and the environment, which result from releases of oil, chemicals or wastes.		ENVIRONMENTAL INDICATORS
STRATEGIES	ACTIVITIES	Performance Measures
<ul style="list-style-type: none"> Ensure sites are properly investigated 	<ul style="list-style-type: none"> Compel, and oversee the implementation and completion of, site investigation where necessary at leaking underground storage tank sites. (OWM-LUST) 	<ul style="list-style-type: none"> Number of site investigations required and reviewed by program personnel (45 expected) Percent increase in total number of LUST sites known from prior year. Percent of LUST sites that are active.
	<ul style="list-style-type: none"> Compel, and oversee the implementation and completion of site investigations where necessary at (non-LUST) contaminated sites. (State sites - OWM- Site Remediation.) 	<ul style="list-style-type: none"> Number of site investigations required and reviewed by program personnel (number expected). Percent increase in total number of active sites (non-LUST) known from prior year. (Number of new notifications previous 12 months/ number of active sites) Percent of sites (non-LUST) remediated (number of inactive sites/ total of number of sites) <p><u>Primary Building Blocks:</u></p> <ul style="list-style-type: none"> Number of State lead sites Number of new notifications Number of LORs Number of VPLs Number of SIRs received Number SIRs approved (RDLs) Number of SIRs deficient (Comment Letter) SIR review time (goal 60 day turn around time)
	<ul style="list-style-type: none"> Coordinate with EPA's efforts on developing a strategy for ranking contaminated sites on the RCRA corrective action list for future follow up action. 	<ul style="list-style-type: none"> Identification and ranking expected to be complete by June 2003.

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> Oversee the initiation and completion of a Remedial Investigation (RI) at a potential NPL site, the Cranston Sanitary (Capuano) Landfill, under the Landfill Closure Program. The completed RI shall include a summary of possible remedial alternatives for the landfill site. 	<ul style="list-style-type: none"> Draft Remedial Investigation expected by January 31, 2002 Review of draft Remedial Investigation to be completed within 60 days of receipt Final Remedial Investigation expected by June 30, 2002 (dependant on quality of draft)
	<ul style="list-style-type: none"> Investigate and evaluate the suspected or confirmed contamination at sites in the Superfund program for consideration on the NPL. (OWM-SFA) Carry out grant commitments by conducting Superfund Site Assessment investigations at CERCLA sites. 	<ul style="list-style-type: none"> Number of investigations initiated/completed by OWM -Future grant applications expected to include: <ul style="list-style-type: none"> ➤ 2 Prescreening site discoveries ➤ 2 PA/SI's ➤ 2 mini-SIs ➤ 6 ESIs
	<ul style="list-style-type: none"> Assist EPA in reviewing Superfund Site Assessment investigations conducted at CERCLA sites by EPA's START contractor 	<ul style="list-style-type: none"> Number of investigations initiated/completed by EPA (15 expected).
	<ul style="list-style-type: none"> Continue increased state-federal coordination and oversight at the 10 "Watch List" sites, which have been identified as warranting special monitoring because they are particularly large and/or complex and/or are the subject of considerable public concern. (OWM-SFA) 	<ul style="list-style-type: none"> Status of Watch List sites reviewed with EPA annually
	<ul style="list-style-type: none"> Develop ranking system for prioritizing non compliant sites in State program 	<ul style="list-style-type: none"> Ranking system for non-compliant sites to be developed by June 2002 First referrals to OC&I expected by September 2001
	<ul style="list-style-type: none"> Assess and evaluate potential impacts of closed or abandoned landfills. The program encompasses approximately 100 landfills of which 49 are municipally owned sites. 	<ul style="list-style-type: none"> Number of inactive landfills Number of landfills participating in landfill closure program (Goal: 10 by June 30, 2003)

		<ul style="list-style-type: none"> • Number of landfills on CERCLIS participating in program (Goal: 10 by June 30, 2003) • Number of landfill Site Assessments (LSA) completed (Goal: 5 by June 30, 2003) • Number of landfills under investigations (Goal: 5 by June 30, 2003)
	<ul style="list-style-type: none"> • Work with EPA to provide Superfund Site Assessment monies to conduct landfill site assessments. Encourage owners of landfills to volunteer under the landfill closure program and work towards archiving the site from the CERCLIS once the site has successfully complied with the Remediation and Solid Waste Regulations. (OWM-sofa/OWM-WFMP) 	<ul style="list-style-type: none"> • Develop formal guidance for conducting an investigation of a landfill by January 15, 2002
	<ul style="list-style-type: none"> • Continue to conduct inspections of closed or abandoned landfills 	<ul style="list-style-type: none"> • Conduct 10 inspections of closed or abandoned landfills annually
	<ul style="list-style-type: none"> • Oversee remedial investigation and remedial design at West Kingston/URI NPL site 	<ul style="list-style-type: none"> • MOU signed with EPA by August 15, 2001 • Letter of Responsibility issued to PRPs by September 15, 2001. • Approval of PRP Work Plan expected by March 31, 2002 ▪ Remedial Investigation initiated by PRPs by July 1, 2002
	<ul style="list-style-type: none"> • Oversee the implementation and completion of remedial investigations, feasibility studies, and Records of Decision (RODs) at NPL and DOD sites in accordance with grant commitments (OWM-NPL/DOD) 	<ul style="list-style-type: none"> • Number of remedial investigations completed at NPL sites. • Evaluate EPA-lead ROD at 1 NPL operable unit • Evaluate EPA-lead RI's at 4 NPL operable units. • Evaluate EPA-lead operable unit feasibility studies at 4 NPL sites.

		<ul style="list-style-type: none"> Evaluate DOD/FUD-lead RI at 12 FUD sites anticipated. Evaluate FS's at 3 DOD/FUD sites
	<ul style="list-style-type: none"> Track Strategic Work Plan measure for site investigations completed. 	<ul style="list-style-type: none"> Percent of known contaminated sites that have been fully investigated.
	<ul style="list-style-type: none"> Participate in Development of Department wide Natural Resource Damage Assessment guidance document 	<ul style="list-style-type: none"> Sections related to assessment of Natural Resource Damages from contaminated sites will be prepared according to the overall project timelines for the DEM guidance.
<ul style="list-style-type: none"> Ensure Protective and Cost- Effective Remedies are Implemented 	<ul style="list-style-type: none"> Oversee the closure and removal of underground storage tanks (OWM-LUST) 	<ul style="list-style-type: none"> Number of UST removals/closures conducted
	<ul style="list-style-type: none"> Oversee the cleanup of releases from leaking underground storage tanks (OWM-LUST) 	<p>Primary Building Blocks:</p> <ul style="list-style-type: none"> Number of confirmed releases (36 per year expected) Number of cleanups initiated (RP lead and/or State lead with State \$) (36 per year expected) Number of cleanups initiated (State lead with TF \$) (0 expected) Number of cleanups completed (RP lead and/or State lead with State \$) (35 per year expected) Number of cleanups completed (State lead with TF \$) (0 expected) Number of emergency responses Number of Corrective Action Plans required and reviewed by program personnel (6 per year expected) Number of LUST sites closed (75 targeted) Percent of LUST sites cleaned up (NFA or in long term monitoring only). (85 percent goal)

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> • Enhancement: Assist the UST Fund Board in evaluating cost and clean-up efficiencies of current Fund Reimbursement System. • Coordinate with UST Reimbursement Board efforts to pilot “Pay for Performance” Projects 	<ul style="list-style-type: none"> • Number of pilot projects in PFP Program
	<ul style="list-style-type: none"> • Coordinate with OWR to develop strategy to close out LUST sites in long term monitoring (sites with 5 yrs or more of G.W. data) 	<ul style="list-style-type: none"> • Number of long term monitoring sites (with 5 yrs or more data closed out) (Goal: 10 sites within 6 months of implementing a policy or agreement)
	<ul style="list-style-type: none"> • Monitor the removal and proper disposal of contaminated soil from leaking underground storage tank sites (OWM-LUST) 	<ul style="list-style-type: none"> • Number of facilities that had contaminated soil removal only. (20 per year expected)
	<ul style="list-style-type: none"> • Coordinate referrals to OC&I for enforcement and facilitate information transfer between the program and OC&I. (OWM-LUST/UST) 	<ul style="list-style-type: none"> • Number of referrals to OC&I for enforcement.
	<ul style="list-style-type: none"> • Enhancement: Coordinate with the State Facilities Coordinator in the Department of Administration. (OWM-LUST). Log of all work completed by state facilities coordinator. 	<ul style="list-style-type: none"> • Number of State UST’s closed. (5 per year expected)
	<ul style="list-style-type: none"> • Oversee the completion of remedial designs at NPL and DOD sites in accordance with Grant commitments which are targeted to include: 	<ul style="list-style-type: none"> • Number of Remedial Designs completed • Evaluate remedial designs at 2 EPA lead sites • Evaluate remedial designs at 6 DOD/FUD sites • Complete review of Remedial Actions (3 NPL operable units anticipated) • Oversee the initiation of Remedial Actions (8 DOD/FUD sites anticipated) • Oversee continued remedial action at Mobil site and review of human health risk assessments at 5 subareas.

	<ul style="list-style-type: none"> • Compel, and oversee the implementation and completion of clean-up activities where necessary at contaminated sites (OWM-Site Remediation) 	<ul style="list-style-type: none"> • Percent of known contaminated sites that are now in compliance with applicable standards. <p>Primary Building Blocks:</p> <ul style="list-style-type: none"> • Total number of contaminated sites identified (number of confirmed LUST releases, number of State Lead Sites, number NPL sites, number DOD/FUD sites, number CERCLIS sites) • Total number of remedial actions completed (NFA or long term monitoring only) • Number of LUST sites closed • Number of State sites closed (NFA, LOC, ILOC) • Number of archived CERCLIS sites (not referred to State program) • Number NPL sites construction complete • Number of DOD/FUD sites – construction complete number of RAWP’s received (7 expected) • Number of RAWPs approved • Number of RAWPs deficient (Comment Letter) • RAWP review time (goal 60 day turn around) • Number of Site Remediation enforcement actions/referrals to OCI. • Number OCI referrals to OWM (SIR/LUST)
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STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> • EPA-RIDEM Voluntary Clean-up Program Memorandum of Agreement • Continue to use the MOA state lead code as an incentive to encourage more responsible parties associated with CERCLIS sites to enter either the State Site Remediation and Voluntary Clean Up Program or the Brownfields Program so that they may become designated within the MOA project and become archived from CERCLIS once the site has successfully come into compliance with the Remediation Regulations. (OWM-Site Remediation) 	<ul style="list-style-type: none"> • Number of sites designated within MOA • Number of sites designated state lead code. • Number of archived CERCLIS sites • Number of Letters of Compliance. • Number of EPA Comfort Letters • Number of remedial actions at MOA sites initiated (2 expected). • Number of remedial actions at MOA sites completed (Goal: 1)
	<ul style="list-style-type: none"> • Conduct remedial design and action at Rose Hill NPL Site 	<ul style="list-style-type: none"> • Draft Scope of Work for RD completed by July 15, 2001 • Final SOW for RD completed by August 15, 2001 • Request for Bids for RD out by October 1, 2001 • Selection of contractor for RD by March 31, 2002 • RD initiated by April 15, 2002 • Draft RD completed by July 1, 2002 • Final RD completed by September 30, 2002 • Request for Bids for RA out by December 1, 2002 • Selection of contractor for RA by May 1, 2003
<ul style="list-style-type: none"> • Ensure sites with residual contamination are effectively maintained and monitored 	<ul style="list-style-type: none"> • Monitor the condition of threatened or contaminated groundwater at or proximate to contaminated sites (OWM-Site Remediation) 	<ul style="list-style-type: none"> • Number of state sites undergoing compliance monitoring. (only) (expected number)

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> • Ensure compliance of institutional controls at State Lead Contaminated sites. • Continue Audit Program to monitor compliance of environmental land use restrictions (ELUR's) 	<ul style="list-style-type: none"> • Total number of ELURs • Number of ELURs Audited/in compliance (target –10) • Number of new ELURs (Qt/YTD) • Number of ELURs certified in compliance • Total acres of property under ELUR
	<ul style="list-style-type: none"> • Oversee Post-closure Long-term monitoring activities at closed landfill sites 	<ul style="list-style-type: none"> • Number of landfills in long-term monitoring (expected number)
	<ul style="list-style-type: none"> • Mobil – Oversee ongoing O & M and monitoring at multiple operable units within each of 5 subareas. 	<ul style="list-style-type: none"> • Number of operable units at Mobil undergoing operation and maintenance (expected number)
	<ul style="list-style-type: none"> • Oversee the operation and maintenance of remedial actions at NPL sites. (OWM-NPL/DOD) 	<ul style="list-style-type: none"> • Number of NPL operable units in the O&M phase (expected 8 NPL sites remaining in O&M) • Number of NPL-DOD/FUD sites entering the O&M phase (expected 3 NPL operable units entering O&M phase and 2 federal facilities remaining in O&M)
<ul style="list-style-type: none"> • Improve regulations and understanding of program requirements. • Information management and communication: 	<ul style="list-style-type: none"> • Evaluate Site Remediation program enhancement opportunities through the public OWM Permit Streamline Task Force (Site Remediation) • Assess resource requirements to implement policy, regulatory and statute changes, and reassess all program commitments accordingly. 	<ul style="list-style-type: none"> • Participate in 6 public meetings scheduled through September 2001 • Participate in sub-committee meetings on Brownfields, Arsenic, and Regulatory issues through September 2001 <ul style="list-style-type: none"> ▪ Prioritize recommendations for implementation by September 30, 2001.
	<ul style="list-style-type: none"> • Development of an Environmental Monitoring database 	<ul style="list-style-type: none"> • Design and Implement the Environmental Monitoring database system (EQUIS) by January 2002

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> • Web page improvement 	<ul style="list-style-type: none"> • Updated web page by June 2003
	<ul style="list-style-type: none"> • Enhancement: Evaluate the effectiveness of continuing periodic Technical Sub-Committee meetings based upon findings of Department permit streamlining efforts. 	<ul style="list-style-type: none"> • Evaluation to be completed concurrent with end of permit streamlining meetings expected in September 2001.
	<ul style="list-style-type: none"> • Arsenic Evaluation: The Department will continue to facilitate an active dialogue with RIDOH and the Technical Sub-Committee regarding Arsenic Policy modification. (OWM-Site Remediation) 	<ul style="list-style-type: none"> • Final Arsenic management policy completed by September 30, 2001
	<ul style="list-style-type: none"> • Enhancement: Down-gradient Receptor Policy- Continue to work with the Technical Sub-Committee to develop a guidance document or policy regarding down-gradient receptors 	<ul style="list-style-type: none"> • Final Down-gradient receptor policy by June 2002.
	<ul style="list-style-type: none"> • Outreach meetings with Economic Development agencies and Municipalities aimed at discussing the VCP 	<ul style="list-style-type: none"> • Number of outreach meetings with economic development agencies and municipalities aimed at discussing the VCP (1 meeting expected per month)
	<ul style="list-style-type: none"> • Continue computer system training including PPTIS, GIS, and ARC View 	
	<ul style="list-style-type: none"> • Develop an application checklist 	<ul style="list-style-type: none"> • Application checklist to be completed within 45 days of final report from stakeholders group
	<ul style="list-style-type: none"> • Continue participation in watershed and urban river team meetings as required 	
	<ul style="list-style-type: none"> • Ensure public access to information through file reviews, and phone duty. 	<ul style="list-style-type: none"> • Expected 20 file reviews per week • Expected 5 phone inquiries per day
	<ul style="list-style-type: none"> • Enhancement: Evaluate implications of recent Federal changes in analytical testing procedure on State program 	<ul style="list-style-type: none"> • Number of meetings attended. • Update QAPPs annually

STRATEGIES	ACTIVITIES	Performance Measures
	<ul style="list-style-type: none"> Continue to compile relevant information regarding EPA Method 5035 for volatiles in soil to determine its role in our programs. (OWM) 	<ul style="list-style-type: none"> Decision on adoption of Analytical Method 5035 by June 30, 2003
	<ul style="list-style-type: none"> Coordinate with NEWMOA in the evaluation of Alternative Technologies 	<ul style="list-style-type: none"> Number of NEWMOA advisory opinions initiated/completed (expected Number) Attend regional conferences on innovative technologies
<ul style="list-style-type: none"> Quality systems and quality management: Ensure that all environmental related measurement and remediation projects performed or supported by EPA is of known and acceptable quality 	<ul style="list-style-type: none"> Review and update annually existing office quality assurance project plans (QAPPs), and submit to EPA rewritten plans every five years 	<ul style="list-style-type: none"> Revise and submit the QAPP for CERCLA related activities by 12/2002 Coordinate with OC&I to determine what QAPP requirements pertain to RCRA by June 2003 Review and update the QAPP for LUST remedial projects annually