RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT POLICY AND PLANNING WORK PLAN FY2000 STATE OF RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

OFFICE OF <u>POLICY AND PLANNING</u> FY2000 WORK PLAN

I. Overview/Office Description:

This document is a workplan for the Office of Policy and Planning for fiscal year 2000 from July 1, 1999 to June 30, 2000 as part of the Department's initiative to focus resources toward high priority environmental issues and to develop a related Performance Partnership Agreement (PPA) with the United States Environmental Protection Agency (EPA).

The Office of Policy and Planning was created in the 1996 reorganization of the Department of Environmental Management to: develop policies, plans, and performance measures; coordinate development of multi-agency and multi-media initiatives; provide outreach and environmental education to help implement the Department's goals and strategic priorities, and to develop sustainable development initiatives.

To further the Department's goals and priorities (such as planned growth, sustainable watersheds, ecosystem management, and pollution prevention) the Office coordinates development of the Department's Five Year Program Plan, the Performance Partnership Agreement with EPA, and related performance measures and environmental indicators; conducts public outreach for Department plans and policies; develops policy papers on environmental issues; coordinates development of special plans such as the Greenhouse Gas Inventory and Plan; coordinates development of initiatives such as the urban initiative; and publishes the Department's Annual Report.

In addition to the above, major projects include: integrating planned growth activities and the statewide watershed approach to environmental protection, and developing a communications and outreach strategy. The Office is also responsible for litter prevention, recycling, and household hazardous waste programs, programs that are under consideration for transfer, elimination, or revisions.

The Office is preparing to reorganize again within the Director's Office to: strengthen policy, planning, and public outreach functions; to integrate planned growth and the watershed approach; to transfer or discontinue the regulation of recycling and technical assistance for solid waste management, and programs such as the Eco Depot and the oil recycling program. The Policy Office is playing a major role in the development of the work plans for each division, providing technical assistance to divisions and coordinating the reviews.

This workplan defines the Office of Planning & Policy's mission, outlines major goals and provides highlights on major initiatives. The workplan also includes specific strategies the Office will undertake to fulfill its mission and to meet key goals and strategies.

The division must reinvent and reinvest to carry out existing responsibilities and planned initiatives. Present staffing is insufficient to keep up with our present commitments as they have grown over the past few months.

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 an integrated strategic planning process.

III. Program Highlights and Key Strategies:

The anticipated reorganization will take place against a backdrop of continuing social, political and economic change; a number of pressing environmental issues; and continuing departmental reinvention efforts. Environmental and public health issues, in addition to the challenges of combating small source and non-point source pollution, include: the continuing crisis in some marine fisheries; the call for planned growth; continuing conflicts over water use that are intensified by the current drought; the loss of 6,000 shellfishable acres to pollution over the last decade; the call to re-open beaches to swimming; the failure of the state to reach consensus on a dredging policy; the challenge of meeting tighter regulations to control ground level ozone; contamination of rivers by toxics and pathogens, continuing loss of habitat, farmland, forest, and open space; cumulative risks from multi-pathway exposures to toxic pollutants; and high lead blood levels in children (20 percent statewide; 30% in urban areas).

The Department is also investing significant resources in improving regulatory programs as well as internal and external communication and program management. In order to address pressing environmental issues and to further departmental reinvention, the Department has adopted ten strategic priorities for FY2000. The Policy and Planning Office supports <u>all</u> the Department goals and strategic priorities. However, the office will focus its policy, planning and public outreach efforts in the following areas, contingent on being successful in its efforts to obtain appropriate resources and being able to find receiving entities for spin-off programs.

It is essential in the development of policies for the Department and its individual programs, that we work closely with many partners inside the Department, from the Director down through all levels of management to staff members. It is also important to work with outside partners in other state agencies, federal agencies, municipalities, environmental groups, neighborhood associations, and other non-profits. Our major partners are the DEM management and programs, the Department of Health, EPA, national and regional environmental associations, RI environmental groups, non-profits agencies such as neighborhood associations, EPA and other federal agencies.

The major Office initiatives include:

- Sustainable watersheds: Coordinating and integrating multi-program efforts for DEM activities within partnerships to solve communitydetermined management objectives. Assisting with the coordination of initiatives involving other agencies as well as communities and non-profits.
- Policy Research and Development: Strengthening our capacity to do strategic planning and to provide policy research, analysis, and recommendations to management. Identifying policy challenges and developing proactive and coordinated initiatives and strategies for addressing such challenges. Assisting programs in the identification of policy challenges and developing initiatives and strategies for addressing them. Coordinating development and implementation of the Department's Five-Year Program Plan, related work plans, evaluation processes and Annual Report. Working with other DEM divisions to develop strategies for addressing issues such as PBTs and lead.
- Urban Strategy: Coordinating development of an urban environmental strategy. Lead, air quality, water quality, and vacant lots are some of the issues to be addressed.
- Outreach and Communications Plan: Coordinating in conjunction with the communications director and the Human Resources Office, a plan for external and internal communications
- Waste Reduction: Coordinating development of waste reduction and recycling policies, as well as determining appropriate roles and responsibilities with the Rhode Island Resource Recovery Corporation, the Rhode Island Recycling Coalition, the Northeast Recycling Coalition, Statewide Planning, Rhode Island cities and towns, business and state agencies.

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OBJECTIVE 1: Improve strategic planning process to better assist programs in identifying policy challenges and developing proactive and coordinated initiatives/strategies.		ENVIRONMENTAL INDICATOR(S): Timely and effective strategies to deal with challenges that have input and support from programs	
STRATEGY	ACTIVITIES	PERFORMANCE MEASURES	
1. Coordinate development of a DEM 5-Year Comprehensive Program Plan that describes environmental conditions, the goals and objectives of the Department; what the Department will do to address them; related work plans and evaluation process; and Annual Report	 a. Publish an Annual Report to report on progress in implementing the DEM Program Plan and Performance Partnership Agreement Publish DEM Program Plan by December 1999 Complete work plans by September 1999 Adopt single planning format Department-wide Spring 2000 Develop evaluation process by October 1999 	 Report with environmental indicators published by March 2000 % increase in # of individuals who understand Department goals, objectives, and strategies as reported in surveys 	
	 b. Coordinate the DEM Performance Partnership Agreement with EPA with two watershed pilot projects. Evaluate the feasibility of a single Performance Partnership Grant (PPG). 	 PPA signed by November 1999 Department decision on PPGs September 1999 Draft format for transition PPA/PPG September 15, 1999 DEM/EPA workshop on PPG requirements November 1999 Draft format for single PPA/PPG January 2000 	
2. Strengthen policy and planning function.	 a. Explore feasibility of a Department-wide environmental library b. Consult with federal, regional and state planning experts; participate in policy and planning conferences and workshops 	 Recommendation March 2000 Policy and planning skills and expertise refined in key issue and skill areas 	
	c. Coordinate with Environmental Council of the States, analyze and report on issues, respond to requests from other states.	Issue reports completedResponses to requests	

STRATEGY	ACTIVITIES	PERFORMANCE MEASURES	
3. Improve policy and planning support to better assist managers in identifying management/operational challenges and developing proactive and coordinated initiatives/strategies.	a. Coordinate development of work plans that lay out objectives, strategies, indicators, and performance measures for addressing issues identified in DEM comprehensive plan	Work plans developed by August 31, 1999	
initiatives/strategres.	b. Coordinate development of work plan evaluation process	Evaluation process developed by November 1999	
	c. Coordinate quarterly work plan progress meetings	Quarterly meetings held	
	 d. Streamline planning and policy development processes to make them clearer and easier to participate in 	Revised formats and processes in place by Spring 2000	
	e. With Human Resources, explore the feasibility of establishing a separate promotional track for technical/scientific workers	Complete research by May 2000 Publish by September 2000	
	f. Coordinate with Planning and Development to identify long term capital asset management priorities	Report of capital asset management priorities by June 2000	
	g. Participate in developing outline and reviewing drafts of Land Management Plan with capital asset management priorities	State Land Management Plan updated to include capital asset management priorities	
	 h. Reorganize Office/Optimize resources Transfer/discontinue regulatory and operations programs 	Programs transferred/discontinued in accordance with reorganization plan	
	• Complete existing community waste reduction projects funded by grants: PAYT; Cooperative Recycling; Jobs Through Recycling	 Grant requirements fulfilled by December 1999 # of communities that adopt PAYT # of businesses that start or increase recycling 	

RHODE ISLAND DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

POLICY AND PLANNING WORK PLAN FY2000

POLICY

OBJECTIVE 2: Provide policy and planning assistance to all DEM divisions.		ENVIRONMENTAL INDICATOR(S): Timely and effective strategies to deal with challenges that have input and support from programs	
STRATEGY	ACTIVITIES	PERFORMANCE MEASURES	
1. Assist in developing and implementing a Department communications strategy	a. Develop in conjunction with the Communications Director and the Human Resources office an integrated, comprehensive framework for internal and external communication	 Adoption of framework by spring 2000 # of publications developed to promote DEM programs and initiatives # of media campaigns and gross impressions on target audience (how many people hear a radio spot) # of positive articles appearing in press about the Department Results of pre and post surveys by winter 2000 Behavior changes as a result of implementing public education campaigns as reported on surveys 	
	 b. Continue event coordination and educational and public participation initiatives such as Earth Day, Youth Conservation and Litter Corps, school program, curriculum review project, coordination of Environmental Education Committee. 	 # of people participating in educational events and activities Behavior changes as a result of implementing public education campaigns as reported on surveys Curricula reviewed and disseminated by ECRI Education Fund # of environmental education programs at local schools Increase in environmental knowledge and stewardship behavior shown on surveys and tests 	
	c. Expand Youth Conservation and Litter Corps to include more urban teams, more ARC teams and senior citizens	• More urban youth, ARC clients, and seniors on YLC teams	

POLICY

STRATEGY	ACTIVITIES	PERFORMANCE MEASURES
2. Assist in developing strategies on emerging issues	 a. Research and develop policy initiatives on priority environmental issues as needed. Examples include: With the Office of Technical and Customer Assistance, develop a policy on persistent bio-accumulative toxic pollutants (PBTs) in the environment Coordinate with DEM divisions, DOH, and municipalities to develop a lead safety coordination policy b. Publish Greenhouse Gas Inventory in 	 Policy developed by September 2000 Policy developed by June 2000 Number of lead-contaminated houses and yards made lead-safe Decrease in number of children with elevated blood lead levels Report suitable for use in schools -
	conjunction with Air Resources, Brown University EPA to be used to develop a Greenhouse Gas Mitigation Action Plan	 Report suitable for use in schools - both web-based and PowerPoint formats Outreach activities: paid public announcements and school presentations by April 2000 Inventory published by December 1999
	 c. Assist with development of a coordinated DEM management strategy for Narragansett Bay that includes: Narragansett Bay Estuary Program, Narragansett Bay National Estuarine Research Reserve, DEM Fish & Wildlife 	Bay Summit held

POLICY

t with developing P_2 initiatives by: lentifying opportunities for collaboration lentifying funding and other resources ssisting in developing guidance to	Partnerships formed Resources identified
ermitting programs	Guidance adopted by Spring 2000, P_2 incorporated into regulatory rules, policies, and practices
sisting in developing guidance to erating programs	Guidance adopted by Spring 2001
lentify opportunities for leveraging sources	Increased resources
ovide outreach and public participation sistance	Public meetings, printed materials, slide programs, radio spots, etc.
entify opportunities for collaboration esearch availability of funding from ederal agencies and private foundations or pilot program to address most serious	Partnerships formed Funding report February 2000
ublic health risks and community- entified environmental problems elp fund and develop Providence Urban	Summit held October 1999
	isting in developing guidance to rating programs entify opportunities for leveraging sources vide outreach and public participation istance ntify opportunities for collaboration search availability of funding from deral agencies and private foundations pilot program to address most serious blic health risks and community- ntified environmental problems

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OBJECTIVE 1: Work with broad based partnerships to build capacity

of communities to more effectively plan for growt the environment and community character.	- • Alternative land use	 Alternative land use techniques adopted and implemented. Environmental impact of new growth minimized. 	
STRATEGY	ACTIVITIES	PERFORMANCE MEASURES	
1. Fund and provide technical planning assistance to help towns develop more creative land use techniques to more effectively plan for and manage growth to minimize impacts to the environmental and community character.	1a. Continue to work with the Rural Lands Coalition and Washington County Regional Planning Council to provide technical assistance to watershed communities to develop alternative land use techniques to minimize impacts to the environment and preserve open space through the development process. This project is part of an integrated approach to help towns plan for growth within the region.	Model land use techniques, commercial and residential development design scenarios. Completed by August 2000.	
	1b. Work with the rural lands coalition and the washington county regional planning council to create a watershed greenspace protection strategy with the watershed communities to establish priorities for acquisition and to help guide growth away from community and regional environmental, recreational and cultural protection priorities. Plan is part of regional 2020 vision being developed by the regional planning council.	Deliver workshops based upon the South County Watersheds Greenspace Protection & Implementation Strategy to the watershed communities by November 2000.	
	 1c. Work with URI, RIDEM Fish & Wildlife and The Nature Conservancy to produce comprehensive vernal pools information (GIS coverages and maps) for each watershed community to be used in the greenspace protection and implementation process. 1d. Assist Grow Smart, Washington County Regional Planning Council and the South County communities to determine appropriate locations and types of economic development for the region. This project complements three previous projects. 	Distribute updated vernal pools GIS coverages (digital format and hardcopy) to the communities within the South County Watersheds Region no later than September 2000. Provide assistance in the distribution and delivery of the results of the economic development study to South County communities no later than November 2000.	

ENVIRONMENTAL INDICATORS:

STRATEGY	ACTIVITIES		PERFORMANCE MEASURES
	1e. Provide technical assistance to Vision RI and other partners to create a 'community character' inventory proposal for South County, to be submitted to the Dunn Foundation. This will tie into Strategy Number 2 Greenspace Plan.		This activity is in the planning phase. No timeframe or measure has been established for this project at this time.
	1f. Provide assistance to project partners to locate funding that will assist the watershed communities in their efforts to digitize their tax maps, i.e. parcels, for use in GIS applications that are used in planning for growth.		Funding and staff has not been identified for this strategy.
	1g. Locate funding with project partners such as Grow Smart, URI, Pawcatuck Watershed Partnership and the watershed communities to increase their capacity to use GIS as a planning tool.		Funding and staff has not been identified for this strategy.
	1h. assist with the formation of a Governor's Cabinet for Planned Growth.		Execution of this strategy is ongoing until the formation of a Governor's Cabinet.
OBJECTIVE 1 Work with broad based partnership communities to more effectively plan for growth t the environment and community character.	o minimize impacts to Alte		DICATORS: e techniques adopted and implemented. npact of new growth minimized.
STRATEGY	ACTIVITIES		PERFORMANCE MEASURES
2. Develop training programs for local boards to increase their knowledge of basic and more creative land use techniques.	2a. Develop a training manual and course along with URI, Statewide Planning, Rural Lands Coalition and four towns to assist towns, planners and developers to implement flexible zoning techniques.		Distribute training manual and deliver training presentations within the watershed communities no later than Summer 2000.
	2b. Work with URI, Statewide Planning, Grow Smart and others to develop an interactive Website to demonstrate creative land use techniques.		Funding and staff has not been identified for this strategy.
	2C. Provide input and expertise to Grow Smart's technical committee as assistance in the development of a training curriculum for planning boards.		Attend Grow Smart Technical Committee Meetings. <i>Training curriculum to be completed</i> <i>by January 2000</i>

OBJECTIVE 1: Work with broad-based partnerships to build capacity		ENVIRONMENTAL INDICATORS:		
of communities to more effectively plan for growth to minimize impacts to the environment and community character.	•	Alternative land use techniques adopted and implemented. Environmental impact of new growth minimized.		

STRATEGY		ACTIVITIES	PERFORMANCE MEASURES
3. Prepare and distribute educational materials to make people aware of the impacts of unplanned growth to the environment and community character.		3a. Work with Rural Lands Coalition and Grow Smart to prepare and distribute educational materials to make people aware of the impacts of unplanned growth to the environment and community character.	Distribute training manuals and associated educational materials by August 2000.
		3b. Present slide presentations and lectures to a wide audience, including RI Builders Association, planning boards, town councils, other state agencies, on conservation development techniques.	Deliver conservation development slide show to watershed communities, program partners and other entities. <i>This is an ongoing activity</i> .
4.	Establish challenge grants to encourage the adoption and implementation of creative land use techniques.	4A. With a broad based partnership establish ongoing challenge grants to encourage the adoption and implementation of creative land use techniques and pro-active planning.	Funding and staff has not been identified for this strategy.
		4b. Continue to pursue grants to help build capacity of communities to more effectively plan for growth, such as Sustainable Development Grant and other appropriate funding sources.	Funding and staff has not been identified for this strategy.
		4c. Locate funding with project partners such as Grow Smart, URI, Pawcatuck Watershed Partnership and the watershed communities to increase their capacity to use GIS as a planning tool.	Funding and staff has not been identified for this strategy.

SUSTAINABLE DEVELOPMENT

OBJECTIVE 2: Coordinate re-orientation of DEM activities
toward effective watershed resource management through
community based planning and implementation

ENVIRONMENTAL INDICATORS:

- Effective local/regional partnerships
- Community based Watershed Action Plans Impaired waters/habitats restored
 - Community priority natural resources preserved/protected

		Community priority natural re	esources preserved/protected
	STRATEGY	ACTIVITIES	PERFORMANCE MEASURES
1.	Facilitate and encourage the development of Strategic Plans and Action Programs to reach community based watershed objectives.	1a. Develop model formats for watershed Strategic Plans and Action Programs.	Models developed by November 1999.
		1b. Seek out and designate DEM Watershed Coordinator(s) to assist watershed teams. These positions are critical to achieve remaining strategies.	Coordinator designated by October 1999.
		 1c. With assistance from stakeholder groups, create a broad-based watershed team for both the South County and Woonasquatucket Watersheds building on the groups that already exist. 1d. Create a Watershed Community Council for both the Watersheds and South County Watersheds with 	Watershed teams created by October 1999.
		Woonasquatucket and South County Watersheds with assistance from partner groups.	
		1e. Assist communities within the South County and Woonasquatucket watersheds to prepare long-range watershed plans.	Plans for both watershed areas completed in conjunction with the communities; could take at least one year.
		1f. Determine where planning gaps exist within both the South County and Woonasquatucket Watersheds and bring other partners/resources into the process to address gaps.	Planning gaps identified and addressed as an ongoing activity.
		1g. Develop and coordinate Washington County and Woonasquatucket Watershed action programs – including DEM activities and those of other applicable partners.	Complete both action plans with partner review comments incorporated by November 1999.

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SUSTAINABLE DEVELOPMENT

OBJECTIVE 2: Coordinate re-orientation of I	DEM activities toward ENVIRONMEN	TAL INDICATORS:
effective watershed resource management through	ugh community based • Effective loc	cal/regional partnerships
planning and implementation	Community	based Watershed Action Plans
	Impaired was	ters/habitats restored
	Community	priority natural resources preserved/protected
STRATEGY	ΛΟΤΙΛΙΤΙΕς	DEDEODWANCE MEASUDES

STRATEGY	ACTIVITIES	PERFORMANCE MEASURES
2. Coordinate DEM and partner activities to address community-developed management objectives.	2a. Coordinate and facilitate the development of DEM and partner activities into watershed specific work plans to more effectively focus resources to local needs.	Coordination of all DEM activities by September 1999; partner activities by November 1999.
	2b. Encourage new initiatives or changes to existing DEM programs and partner activities to implement watershed plans and action programs.	This is an ongoing activity.

OBJECTIVE 2: Coordinate re-orientation of DEM activities toward effective watershed resource management through community based planning and implementation

ENVIRONMENTAL INDICATORS:

- Effective local/regional partnerships
- Community based Watershed Action Plans
- Impaired waters/habitats restored
- Community priority natural resources preserved/protected

	STRATEGY	ACTIVITIES	PERFORMANCE MEASURES
3.	Develop incentives and provide technical assistance to encourage the implementation of watershed plans and action programs.	3A. Work with broad partnerships to develop specific management objective incentives/assistance for the South County and Woonasquatucket Watersheds. Examples would include but not be limited to the on-going planning for growth assistance in the South County Watersheds region.	Assistance provided and incentives developed as an ongoing activity.
4.	Assist watershed teams with education and outreach to increase public awareness of watershed management plans and strategies for implementation.	4a. Assist the watershed team to perform educational outreach to communities regarding the watersheds' Action Program.	Materials distributed and presentations given.
		4b. Develop fact sheets, Power Point presentations, a Web Site, and other outreach materials to describe and promote the Rhode Island watershed approach.	Funding and staff has not been identified for this strategy.
5.	implement watershed plans and action	5a. Work with partnerships to seek grant funds to address specific watershed management objectives.	Grant assistance provided as an ongoing activity.
	programs.	5b. In conjunction with other partners develop a stable source of funds to provide challenge grants to watershed teams.	Stable source of funds developed.

SUSTAINABLE DEVELOPMENT

			AL INDICATORS:
protect Farms, Forests, and Open Space		Increase in farm, forest and open space land pro-	
STRATEGY	ACTIVITIES		PERFORMANCE MEASURES
 Work with broad based partnerships to develop alternative business uses for farm, forest and open space lands to encourage the preservation of these lands. 	 1a. Work with Rural Lands Coalition and forest landowners to preserve healthy and sustainable forests by encouraging landowners to adopt and implement alternative forest uses to replace or augment traditional forest products and to encourage people to hold onto their forest land. Areas of focus will include but not be limited to: Edible products (honey, maple syrup, mushrooms, nuts and berries) Medicinal Products (ginseng, witch hazel) Floral Products (floral greens, ferns, mosses, native plants) Specialty wood products (charcoal, material for woodworking) Recreation. Active (hunting, fishing, mountain biking) and passive (bird watching, hiking) 		Alternative forest-based businesses developed by June 2000
	1b. Establish Web Site. An internet prestablished through DEM's Web Site in to the concept, making the public awar purchase products, keeping landowners news regarding alternative forest uses, marketing, as well as providing links to	ntroducing landowners e of opportunities to s abreast of the latest providing a forum for	Number of "hits" Phone calls and email requests for more information
	1c. Work with Division of Forestry, I and forest landowners to develop educa promote the concept of alternative fore landowners. Distribute information the provide an overview, as well as more d order to help landowners evaluate their develop their own skills, and evaluate t associated with each potential product.	Rural Lands Coalition ational materials to st business to rough brochures, which etailed fact sheets in lands' capability,	16 publications will be produced by December 30, 1999
	1d. Demonstration workshops. Some commodities are already produced on a Island. This project will cooperate with organizations (RIFCO, RI Tree Farm P highlighting successful operations.	n small scale in Rhode h existing landowner	3 workshops by June 30, 1999 75 participants

SUSTAINABLE DEVELOPMENT

OBJECTIVE 3: Assist with building capacit	ENVIRONMENTAL INDICATORS:		
Farms, Forests, and Open Space		Increase in farm, forest and open space land protected	
	1e. Challenge Grants. Seek funding for a gr which pays part of the startup cost (75%) of business opportunities.		Number of participants Acreage in production
	(Currently no staff or funds.)		Time Frame: ?
	1f. Assist Rural Lands Coalition and forest developing markets and marketing strategies forest products.		Number of participants Acreage in production
	(Currently no staff or funds.)		Time Frame: ?
 Work with broad based partnerships to assist communities to use alternative techniques to preserve farm, forest, and open space lands. 	 1g. Expand initiative to include alternative enterprises. Work with the Rural Lands Coal Agriculture and agricultural community to exto research, develop educational materials, at traditional agricultural crops. (Currently no staff or funds.) 2a. Develop a model TDR program to trans from farm, forest, and open space lands to condetermined growth centers. 	ition, Division of xpand the project nd promote non- fer growth away	Number of participants Acreage in production Time Frame: ? Model TDR Ordinance. Completed by August 2000.
	2b. Work with Planning and Development a Conservancy to assist land trusts with develoc techniques and funding sources to acquire la (Currently no staff or funds.)	pping creative nd.	More creative techniques/funding sources adopted.
	2c. Assist the State Conservation Committee assessors to revise the Farm Forest and Oper establish more equitable current use taxation (Currently no staff or funds.)	Space Act to	Current use values adopted and implemented.