



vision  
2032

# Vision 2032 Blueprint

Version 4

August 20, 2020

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## Preface

The Narragansett Bay Estuary Program (NBEP) is a catalyst for scientific inquiry and collective action that restores and protects water quality, wildlife, and quality of life in the Narragansett Bay Region and its watersheds. Our “study area” spans Rhode Island, Massachusetts, and Connecticut and includes the estuary and watersheds of Narragansett Bay, Little Narragansett Bay, and the Coastal Ponds. NBEP’s [mission](#) is to be catalyst for scientific inquiry and collective action that restores and protects water quality, wildlife, and quality of life in the Narragansett Bay Region. We [envision](#) clean water and habitat that sustain all who live, work, and play in the region. A set of [Guiding Principles](#) inform NBEP’s pursuit of this mission and vision.

Every ten years, National Estuary Program’s (NEPs) develop a Comprehensive Conservation and Management Plan (CCMP) that includes a set of actions for addressing the complex problems facing their region. NBEP’s first CCMP, titled [Comprehensive Conservation and Management Plan for Narragansett Bay](#), was released in 1992. An update, called [Comprehensive Conservation and Management Plan, Update 2012: Envisioning an Ecological Future for the Narragansett Bay Region](#) was approved in 2012.

NBEP plans to release its next CCMP, called *Vision 2032* (or “plan”), by the end of 2022. *Vision 2032* will be a call to action for NBEP and its partners to create and implement a shared vision for pursuing priority actions that are science-based, reflect diverse local needs, and measurably improve water quality, wildlife, and quality of life in the study area by 2032. NBEP will lead a community-driven, collaborative effort to create a focused, achievable, and useful plan.

This *Vision 2032 Blueprint* (or “blueprint”) specifically describes how NBEP will ensure *Vision 2032* is consistent with the mission of NBEP and the [National Estuary Program Comprehensive Conservation and Management Plan Revision and Update Guidelines](#) (“EPA CCMP Guidelines”). This blueprint will remain a living document so it can continue to offer up-to-date context and guidance throughout development of this new plan. The concepts, text, and graphics in this document may ultimately be integrated into *Vision 2032* and outreach materials for the plan. Note that the bulk of this document was conceived at the close of the early scoping phase of *Vision 2032* development in late 2019 and the first half of 2020.

The Vision 2032 Subcommittee (or “subcommittee”), a group made up of members of NBEP’s Steering Committee, partners, and anyone else interested in participating, will lead development of this blueprint and ultimately development of the plan in accordance with this blueprint. Subcommittee agendas, notes, and other materials are available [here](#).

The development of this blueprint was funded by Cooperative Agreement CE00A00393 and CE00A00407 awarded by the EPA to NEIWPCC. Although the information in this document has been funded by the EPA, it has not undergone the EPA’s publications review process and therefore, may not reflect the views of EPA and no official endorsement is inferred. The viewpoints expressed do not necessarily represent those of NEIWPCC or EPA. Mention of trade names, commercial products, or causes do not constitute endorsement or recommendation for use.



## A. Purpose

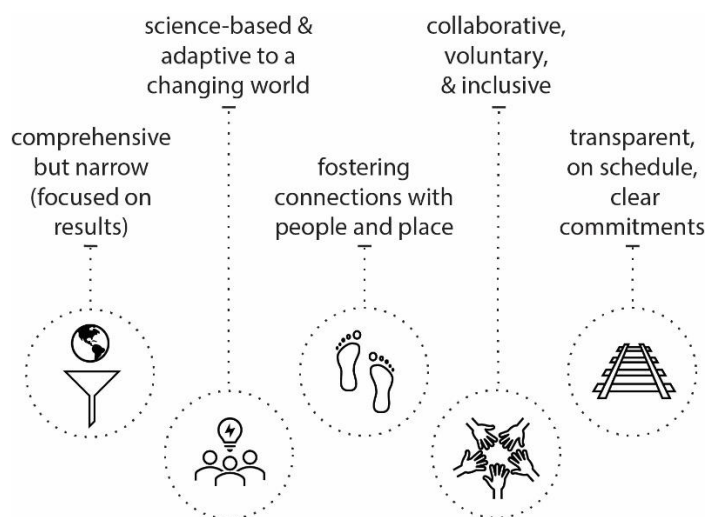
This *Vision 2032 Blueprint* is intended to clearly define in advance the principles, processes, activities, and tools that will be used to complete a final *Vision 2032* by December 2022.

## B. Principles

From July 2019 to June 2020, NBEP staff and the Vision 2032 Subcommittee completed extensive research on large landscape planning efforts, heard from colleagues at EPA and in the estuary restoration community, and participated in large and small group discussions over six subcommittee meetings. Below are a set of ten (10) principles that will underlie the development of *Vision 2032*.

1. Comprehensive but Narrow. Create a plan that is “comprehensive but narrow.” Use a systems approach to look comprehensively across the entire study area for needs/solutions and then narrow down to those actions that meet the criteria in Section F of this document.
2. Collaboration. Empower collective decision making that is formal, consensus-oriented, and based in trust and shared motivations. Specifically work to serve as a bridge among researchers, managers, and the interested public.
3. Science. Ensure that the plan is informed by the best available science. Recognize that ecosystems are made up of nature and people. Thus, strategies should be considered that are informed by the physical, chemical, and biological sciences (“hard” sciences, perhaps) and geography, economics, culture, and other social sciences.
4. Voluntary Action. Inclusion of an action in this plan does not make it mandatory. Participation in the plan development process and execution of actions per this plan is non-regulatory. Note that certain actions included may be separately required by other parties.
5. Inclusive Engagement. Meaningfully engage people from across the study area that span interests, demographics, and life experience. Invite people into the plan development process early to ensure they are heard and have a greater chance to see their concerns addressed in the plan. Actively seek input from traditional stakeholders, as well as underserved groups to ensure broad voices and needs are represented.
6. Link People and Place. Tie into people’s sense of place to build trust, shared vision, and ownership in plan development and promised outcomes. Personal connections bring personal action: people need to feel part of the story.
7. Clarity of Commitment. Be explicit about the actions NBEP will implement and those that will be undertaken by other organizations.
8. Transparency. Share the decisions and work products related to crafting of *Vision 2032* in a clear, open, and honest manner that can be readily accessed and understood by the interested public.
9. Timeliness. Adhere to a detailed schedule for the project. The timeline will include phases, key milestones, deadlines, and flexibility to adjust over the course of plan development.
10. Adaptive. Remain open and responsive to new information while the plan develops to maximize the utility of the final product.

Figure 1 below distills these principles for communication purposes.



*Figure 1: Vision 2032 Development Principles Summary*

## C. Balances to Consider

Work to restore and protect estuaries and their watersheds is exceptionally complex. The creation of planning documents to identify problems and appropriate solutions requires balancing sometimes incongruent goals and needs. The tensions we will seek to balance are described below and in Figure 2.

- Be comprehensive by looking across the entire study area and issues for needs/solutions but narrow focus to action plans that can meet the criteria called out in this document.
- Complete early scoping work with a core group of partners to create a strong, foundational framework for *Vision 2032* but ensure the framework has a flexible and living structure that invites voluntary external input throughout the process.
- Create a final plan that is prescriptive enough with commitments to stimulate progress but invites flexibility to adapt and innovate to maximize results.
- Acknowledge the value of research and planning to identify problems and inform future strategies but the need for more immediate implementation actions to improve the system.
- When crafting action plans and tasks under those plans, consider direct and indirect outcomes, primary and secondary impacts, and intended and unintended consequences.



*Figure 2: Tension Balancing*

## D. Hierarchy

*Vision 2032* will lay out an approach for advancing NBEP's mission and vision. We will ultimately express this approach via a hierarchical set of goals, objectives, actions, and tasks ("the plan elements") that are commonly employed in planning documents. Objectives and actions will be developed by "SMART" standards, which refers to specific, measurable, attainable, relevant/realistic, and time bound. The definitions below apply:

- **Focus Area:** A major area of work. For *Vision 2032* the focus areas include Capacity for Action, Water, Habitat, and Quality of Life. These areas mirror NBEP's mission and vision.
- **Goal:** A brief, broad statement of a desired outcome. Our intent is that goals be simple, numeric, and understandable by those without specific knowledge of watershed restoration work.
  - **Objective:** An explicit endpoint that needs to be attained to accomplish a goal. Based on the work of the *Vision 2032* Subcommittee, we currently have 12 preliminary objectives that will help frame the development of actions.

- Action: An effort that will be completed to help achieve an objective. Each action will be included within an individual “action plan” that provides context, specific tasks, and metrics. Our initial desire is to include 25-50 action plans that are consistent with the criteria in Section E.
  - Task: A defined effort that will be undertaken as part of an action plan. Tasks will be included in each action plan, and those to be completed by NBEP will be included in our annual work plans.

Figure 3 below provides a visual depiction of this hierarchy. The amount of specificity will increase as Vision 2032 develops advances and progresses from objective to action to task. For example, focus areas will become broad plan goals later in the process. How these planning elements will ultimately be articulated and interact along this hierarchy are further described in Sections E, F, and G of this document.



*Figure 3: Plan Approach Hierarchy*

## E. Development Process

*Vision 2032* is being developed from July 2019 to December 2022. The roles, phases, outreach, and structure that will apply to plan development are described in this subsection.

### Roles

- **NBEP Steering Committee.** The Steering Committee is NBEP’s primary decision-making body. It is currently made up of 25 members from government, academic institutions, and non-profits. Steering Committee members may participate in plan development and are authorized to approve and implement the final plan.
- **Vision 2032 Subcommittee.** The Vision 2032 Subcommittee was formed in July 2019 to oversee development of *Vision 2032*. The subcommittee is open to anyone who would like to participate. It includes members of the NBEP Steering Committee, NBEP partner organizations, and the interested public. The subcommittee will lead development of this blueprint and the final plan. This will include participating in subcommittee and subcommittee workgroup meetings, hosting and/or

joining outreach events, reviewing supporting documents and drafts of the plan, and ensuring that the development process and the plan itself is consistent with this document, EPA’s CCMP Revision guidelines, and NBEP’s vision, mission, and Guiding Principles. The subcommittee will utilize workgroups to aid with collecting input, drafting the document, and sharing the results as described later in this subsection.

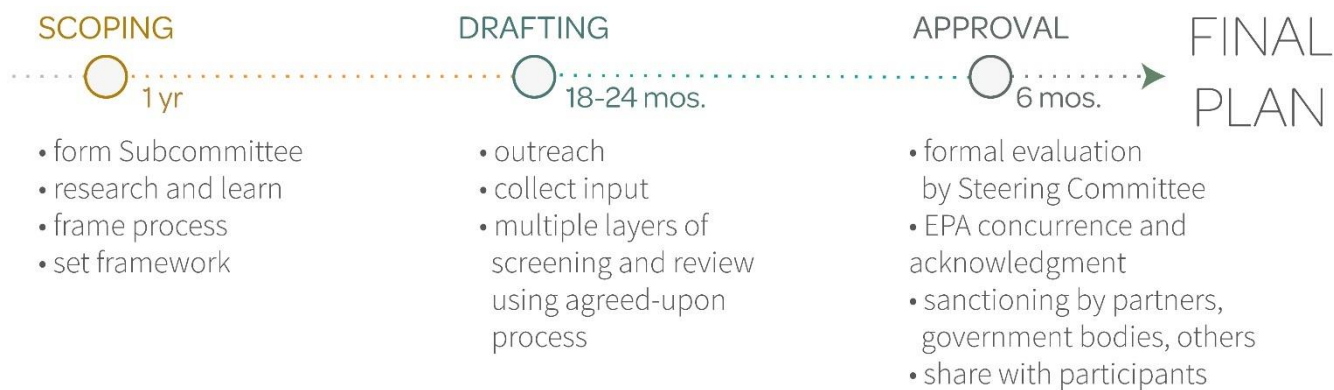
- **EPA.** Both EPA Region 1 and EPA Headquarters staff will be engaged in developing *Vision 2032*. EPA Region 1 serves as a non-voting member on the NBEP Steering Committee, participates on the subcommittee, and ensure adherence to EPA guidance and policy. EPA Region 1 and Headquarters will review and approve the final plan.
- **NEIWGCC.** NEIWGCC is NBEP’s Host Entity. It serves a voting member of the NBEP Steering Committee and participates on the subcommittee. NEIWGCC directly employs NBEP staff and establishes contracts with consultants supporting *Vision 2032*.
- **NBEP Staff.** There are currently four NBEP staff, with interns available periodically. Staff will both coordinate development of the plan and complete specific tasks to help create the plan. Key tasks include, but are not limited to, hosting Vision 2032 Subcommittee meetings, facilitating engagement with external interests, drafting sections of the plan, and interacting with the NBEP Steering Committee and other officials who may sanction the plan.
- **Partners.** NBEP partners with hundreds of organizations and individuals across the study area. Existing and potential partners in the development of Vision 2032 include researchers, government managers, funders, environmental groups, citizen advocacy organizations, resource user, businesses, educators, elected officials, and the public who are interested in this endeavor.

### Phases

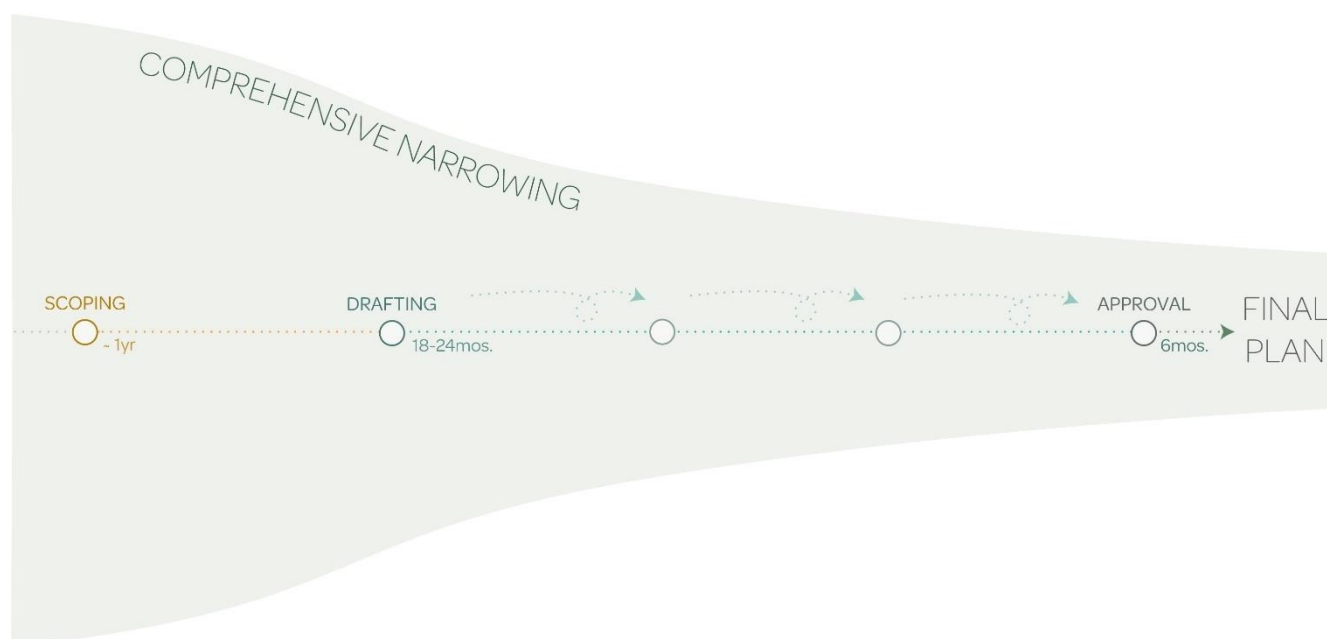
*Vision 2032* is being created over three phases. These phases include (1) scoping, (2) drafting, and (3) approval.

1. **Scoping Phase.** This phase will take about one year and will include forming the Vision 2032 Subcommittee, research and learning by NBEP staff and the subcommittee, and framing out the development of the plan and content via this blueprint.
2. **Drafting Phase.** This part will proceed over 18 to 24 months and will include outreach to collect input from interested parties across the study area, compiling and vetting of actions per Section F, writing the plan, and multiple layers of review.
3. **Approval Phase.** This phase will take around six months and involve formal evaluation and required approval by the NBEP Steering Committee, concurrence by EPA that the document meetings CCMP Guidelines, and further sanctioning of the plan by others as appropriate (e.g., individual partners, government bodies, elected officials). This phase will conclude with sharing the final plan with all who participated in its development and who may benefit from its implementation.

Figure 4 shows the phases, key activities included in each phase, and a rough schedule. Figure 5 offers a depiction of the phases framed within the “comprehensive but narrowing” principle. Keep in mind that this narrowing may not linear. In other words, there are likely to be several interactions of divergence and convergence as the subcommittee and workgroups identify and consider new ideas as the process moves from drafting to approval. A detailed timeline with milestones is provided as Appendix 1 of this blueprint.



*Figure 4: Plan Development Phases and Major Activities*



*Figure 5: Phases in Comprehensive But Narrow Frame*

### Outreach

As described in the principles in Section B of this document and depicted in the figure above, NBEP is committed to open inclusive engagement with the diverse interests present in the study area. Outreach will be completed throughout the drafting phase. Our broad target audience is the “interested public,” which includes organizations or individuals that the subcommittee finds may have an interest in the plan itself and/or could be impacted by its implementation. The intent is for outreach to be pursued strategically by the right *people*, at the right *place*, with the right *tools*, at the right *time* to assure authentic and productive feedback. Our approach to engagement for Vision 2032 is called “reflective engagement.” It encompasses our desire to bring in views from the people within the study area and reflect out to them a final plan-package that is understood, responsive, and useful to them. Figure 6 depicts this concept.





**Figure 6: Reflective Engagement**

Across the spectrum of engagement methods in Figure 7 below, outreach for Vision 2032 will always meaningfully involve the interested public and strive to achieve deeper collaboration when appropriate for the audience, subject, and time.



*Figure 7. 1 Levels of engagement and descriptive text simplified from a spectrum developed by Rosa González of Facilitating Power, in collaboration with Movement Strategy Center. This version builds a useful equity lens onto other well-known public participation tools, including Arnstein's Ladder of Citizen Participation and the Public Participation Spectrum created by the International Association for Public Participation. <https://movementstrategy.org/b/wp-content/uploads/2019/09/Spectrum-2-1-1.pdf>*

Both traditional in-person engagement and creative virtual interaction curated by NBEP, subcommittee members, and local “ambassadors” with local relationships will be pursued to maximize those that can contribute to, learn about, and/or benefit from the plan. A specialized *Vision 2032* website is being developed that will enable gathering of ideas and sharing of plan concepts and content.

Appendix 2 offers a general matrix of outreach approaches for different groups that make up the interested public in the study area. More specific tactics will eventually be devised and deployed by the Vision 2032 Subcommittee.

### Structure

The Vision 2032 Subcommittee will be the hub of plan development—from collecting information, vetting actions, drafting a plan, and ultimately sharing the final plan. Pursuing such a significant undertaking collaboratively is best undertaken by smaller groups. Thus, workgroups will be formed that align with the four focus areas of Capacity for Action, Water, Habitat, and Quality of Life introduced in Section D. These groups will be initially be formed from members of the subcommittee—beginning with volunteers that self-select which subject area is of most interest to them, followed by assignment of participants by NBEP staff. We will solicit and encourage stakeholders with specific expertise, interests, and life experiences to participate in the workgroups. Each workgroup will be supported by a member of NBEP staff. Subcommittee members will be welcome to participate on multiple workgroups. We envision these workgroups completing work in between subcommittee meetings, and then reporting out results periodically to the larger group.

Each focus area includes three preliminary objective areas that arose from voting at the subcommittee’s April 15, 2020 meeting. *The focus and objective areas are included at this time solely to provide a framework and stimulate discussion.* These concepts are not final nor set in stone; the workgroups and subcommittee will refine them as we listen, learn, and adapt during the drafting phase. The workgroups will be empowered to craft goals from the focus areas, create final objectives from the objective areas, add new goals or objectives, and ultimately, define the specific actions will help achieve the goals/objectives.

Note that many actions will ultimately deliver benefits in multiple focus areas. NBEP staff will coordinate among the workgroups to capture where actions overlap across workgroups and determine the best “home” for the discussion of certain actions as they evolve. Keep in mind that the workgroup’s efforts will be “rolling” over the course of the up two-year drafting phase to enable circling back and adaptation in response to new information and thinking along the way. The workgroups will use a mix of full group brainstorming, small group processes, presentations, and targeted outreach to inform their work.

Figure 8 shows the four workgroups and preliminary objective areas. Section F details how actions will be developed to achieve objectives. Section G provides a logic model that depicts how these plan elements will interact along the pathway from challenge to outcomes in *Vision 2032*. Appendix 3 provides drafting tools to assist workgroups.



*Figure 8: Workgroup Structure*

## F. Action Criteria and Plans

The specific actions that will be undertaken are at the heart of *Vision 2032*. The goals and objectives connect to outcomes and provide a higher-level framework for the actions. The criteria for inclusion of actions in the plan, how they will be presented in the plan, and when work will be undertaken are described in the six steps described below. Like the efforts of the workgroups noted in Section E, development of actions and action plans will be undertaken on a non-linear, rolling basis over the 18 to 24 month drafting phase for *Vision 2032*. For example, different workgroups, or actions within a group, may be at different steps in this process. Figure 9 offers a visual representation of steps 2-5 below and Appendix 3 includes some standard questions, a decision tree to aid application of steps 3-5, and a fillable template for collecting information necessary to draft action plans per step 6.

1. **Brainstorming.** During the scoping phase potential objectives and example actions were captured over the course of six meetings of the Vision 2032 Subcommittee. The notes from these meetings are here:

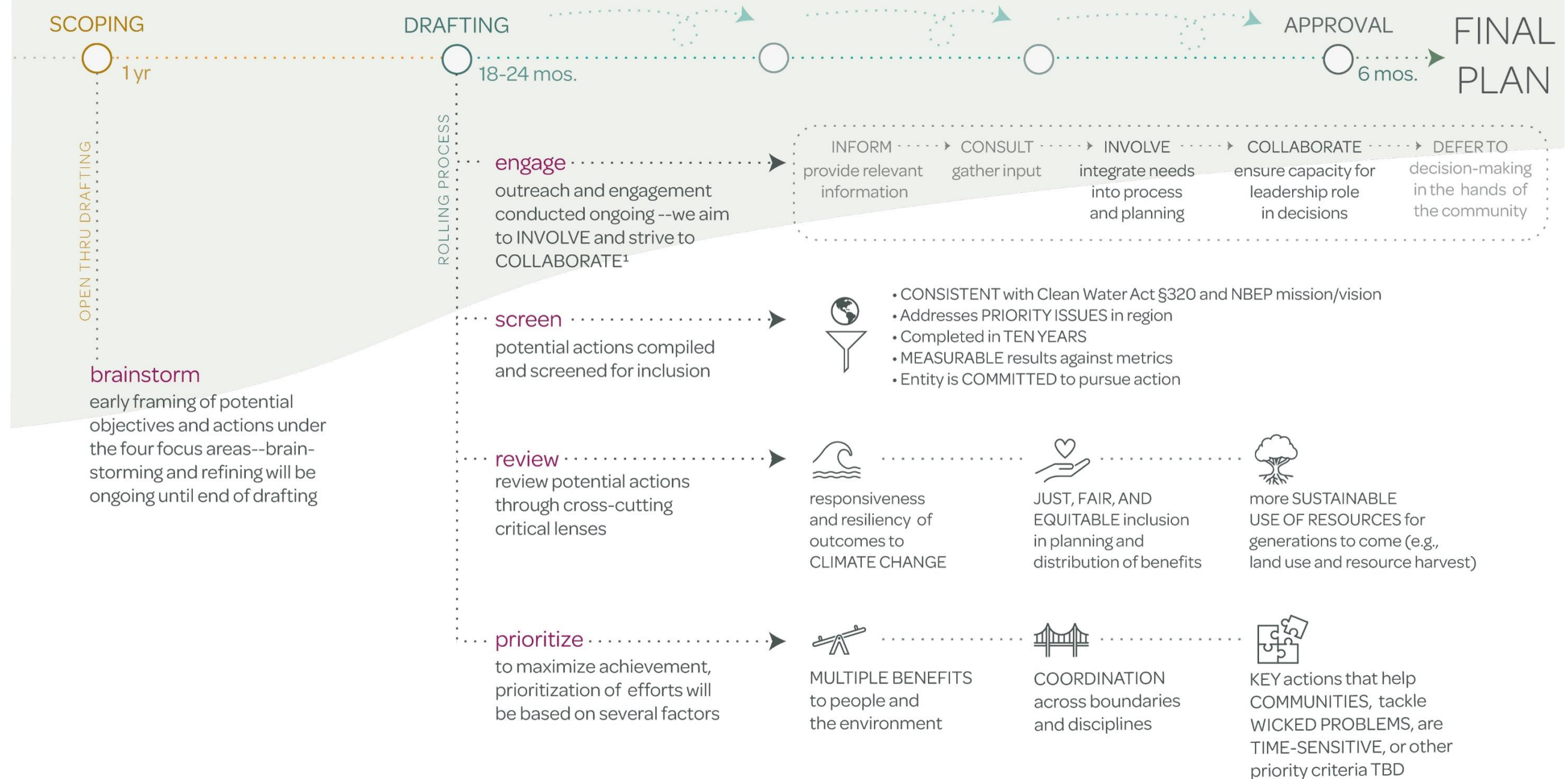
2. Engagement. As noted in Section E, outreach will be conducted throughout the up to two-year drafting phase.
3. Screening. During the drafting phase, potential actions compiled will be screened and only be considered further for inclusion in *Vision 2032* if the appropriate workgroup and Vision 2032 Subcommittee determine through a consensus-based process that:
  - a. They are consistent with Clean Water Act §320 and NBEP’s mission and vision,
  - b. They address indicators in [State of the Narragansett Bay and Its Watershed](#) or priority issues determined by a majority of the subcommittee to be relevant to the study area,
  - c. They can be completed in 10 years,
  - d. They yield results that are measurable against defined metrics, and
  - e. An entity is committed to pursue them.
4. Review Through Critical Lenses. Over several meetings the subcommittee identified three cross-cutting issues that were important to consider when evaluating whether to pursue an action in Vision 2032. We have defined these issues as “critical lenses” here. Thus, during the drafting phase, the appropriate workgroup and Vision 2032 Subcommittee will vet all potential actions to determine through a consensus-based process whether they are consistent with these three critical lenses:
  - The action outcomes will be resilient to climate change,
  - The action supports sustainable resource use (e.g., land use, living resource harvest), and
  - Development of the action has been inclusive, and the resulting action consists of tasks that strive to deliver just, fair, and equitable distribution of benefits.
5. Prioritization. To maximize achievement of NBEP’s mission and vision, *Vision 2032* will prioritize actions during the drafting phase based on the three factors below.
  - a. Does the action deliver multiple benefits? Benefits delivered may include improved water quality, wildlife, quality of life, human capacity to act, and other interconnected factors like public health, safety, and place identity.
  - b. Does the action span geographic boundaries? Boundaries of the three states, 113 towns, and watersheds that make up the study area from headwaters to the coast.
  - c. Is the action deemed important by a consensus of the Vision 2032 Subcommittee? Important actions may be those that help communities address existing regulatory programs (e.g., Clean Water Act permits, TMDLs, local ordinances; can be completed immediately or quickly), that tackle “wicked problems” that impact public health and safety (e.g., drinking water, beach closures, hazard flooding, algal blooms), or that must/can be completed sooner than other actions. *The Standard Social Innovation Review* defines a wicked problem as problem that is difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems. Note that a more explicit action prioritization and culling scheme will be further developed after more exploration by the Vision 2032 Subcommittee and outreach to the interested public.



# COMPREHENSIVE NARROWING

**Figure 9: Action Development Process.** Levels of engagement and descriptive text simplified from a spectrum developed by Rosa González of Facilitating Power, in collaboration with Movement Strategy Center. This version builds a useful equity lens onto other well-known public participation tools, including Arnstein’s Ladder of Citizen Participation and the Public Participation Spectrum created by the International Association for Public Participation.

<https://movementstrategy.org/b/wp-content/uploads/2019/09/Spectrum-2-1-1.pdf>



5. Action Plans. An action plan that provides SMART details will be developed for each action by the close of the drafting phase. Action plans will include at least the following sixteen (16) elements:
- a. Action number and title.
  - b. Whether it is an NBEP or partner led action.
  - c. Priority within *Vision 2032* (and potentially withing specific goals/objectives or geographies) per Subsection E.3 above.
  - d. Relation to NBEP’s 2012 CCMP Update
  - e. Timeline and key milestones.
  - f. Statement of need (connection to broader indicators or action-specific metrics as appropriate).
  - g. Review of the action through the lenses in Section F.
  - h. Any specific tasks necessary to achieve the action.
  - i. Outputs
  - j. Outcomes
  - k. Leads and partners.
  - l. Costs.
  - m. Value/Return on investment.
  - n. Potential funding source(s).
  - o. Location/ geography.
  - p. Guidance documents (if appropriate)

Figure 10 below provides an “Anatomy of Action Plan” to show the content and layout of a typical action plan.

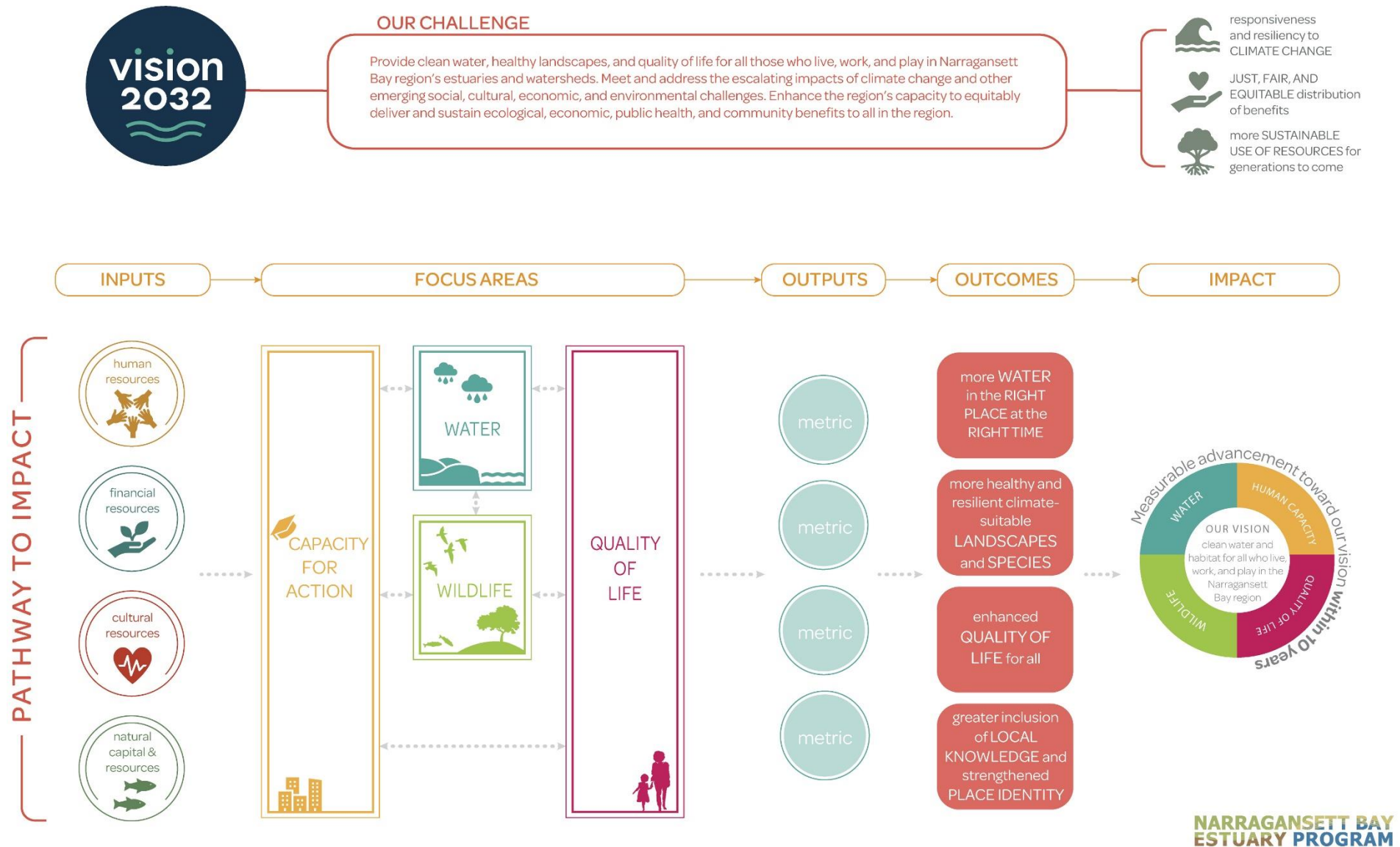
An Appendix to the final *Vision 2032* will be included that compiles specific projects called out in action plans. Note that not all action plans will have such specificity at plan writing, especially those that are more general, are not fully developed yet, or are considered for later in the 10-year period of this plan.

### Figure 10: Anatomy of an Action Plan

<b>Action Number and Title</b> Color coded section with action number connecting to goal/objective it helps meet and action title.		<b>NBEP or Partner Lead</b> NBEP or partner completing action.
<b>Timeline and Milestones</b> Visual representation of action milestones along timeline.		<b>Relation to 2012 CCMP</b> Revised or New Action.
<b>Priority Level</b> Priority level determined by Vision 2032 Subcommittee informed by criteria in Section F.	<b>Statement of Need</b> NBEP indicators, challenge/problem, and/or metrics that the action helps address.	
	<b>Location Map</b> Location of the action/specific tasks and area impacted by the beneficial outcomes, as appropriate.	
	<b>Consistency with Critical Lenses</b> How the action was evaluated to confirm consistency with critical lenses of resilience, sustainability, and equity.	
<b>Inputs</b>  <u>Lead</u> Party that has committed to lead completion of action.  <u>Collaborators</u> Parties cooperating with the lead on the action.	<b>Tasks</b> A specific effort that will be undertaken as part of an action.	<b>Benefits</b>  <u>Outputs</u> Measurable results (metrics) expected from each action/task.   <u>Outcomes</u> Desired future condition(s) resulting from action.
	<b>Cost</b> Estimated cost to implement action and/or specific tasks.  <u>Value</u> Estimated return on investment from action.  <u>Funding</u> Source(s) of funding by action and/or specific tasks.   <u>Guidance</u> List/links to important document(s) that informed action.	

## G. Logic Model

Figure 11. The first visual provides an overview of our challenge and critical lens that will be applied during plan development. The second depicts the logical, high-level pathways our plan will follow to achieve promised impacts. This logic model presents the shared relationships among the resources, focus areas, actions, outputs, outcomes, and impact of a program. Plan drafting will entail careful consideration of these factors and interactions to ensure inputs and actions connect to desired outcomes and impacts.





## H. Contents and Organization

*Vision 2032* will be presented such that it is specific, concise, and user-friendly. We expect to prepare a hard copy suitable for distribution and an interactive on-line version, which will include creative tools for gathering and sharing information. While NBEP staff and members of the Vision 2032 Subcommittee will lead creation of the plan, we expect to hire consultants to assist with polling, design, science writing, outreach, and economics. The content and design of the plan will work together to create a visual language that invites greater understanding, empowers meaningful input, and inspires action to help advance NBEP's vision and mission. Figure 12 provides a prospective table of contents to serve as an outline for the plan.

**Figure 12: Draft Table of Contents**

- A. Executive Summary
- B. Acknowledgements
- C. Introduction
- D. Background
  - 1. National Estuary Program
  - 2. Comprehensive Conservation and Management Plans
  - 3. Narragansett Bay Estuary Program
    - a. Geography
    - b. History
    - c. Governance
  - 4. State of the Study Area
  - 5. Vision 2032
    - a. Goals and Objectives
    - b. Revision Approach
- E. Action Plans
  - 1. Anatomy of An Action Plan
  - 2. NBEP Actions
  - 3. Partner Actions
- F. Implementation
  - 1. Annual Work Plans
  - 2. Finance Plan
  - 3. Outreach Plan
  - 4. Vision 2032 Performance Monitoring Plan
  - 5. Study Area-Wide Monitoring Efforts
  - 6. Adaptive Management
- G. References
- H. Glossary and Acronyms
- Appendices
  - Progress and Changes Since 2012 CCMP Update
  - On-the-Ground Project List
  - EPA Climate Vulnerability Assessment Table
  - Plan Development Subcommittees, Workgroups, Participants, Reviewers
- Figures

## I. EPA CCMP Checklist Components and NBEP Plans to Meet Them

EPA's CCMP Guidelines govern the revision of CCMPs by NEPs. Section I.1-I.5 below correspond to Checklist items 1-5 in the CCMP Guidelines. Section I.6 is a roll-up of items 1-4 on Page 3 and 4 of the EPA guidelines. The tasks NBEP will undertake to satisfy each Checklist item are provided under each subsection below and all of them are compiled at the conclusion of this section in Figure 15.

- 1. Identify clearly if there are any changes between the existing and draft CCMP so that reviewers and the public can easily determine what has changed and why. These changes include program priorities and goals and any new information that suggests more promising approaches or currently unaddressed issues.**

### Context

At their November 18, 2019 meeting, Vision 2032 Subcommittee used a group participation exercise to systematically review the 119 actions included in the 2012 CCMP Update. Actions were placed into one or more of the following categories:

- Complete
- Started/Ongoing
- Not Started
- Keep as is
- Keep and Revise
- Remove because no longer appropriate for the CCMP

The subcommittee found that making status determinations about the actions in the 2012 Update was exceptionally challenging since many were broad, vague, and/or unclear as written. Further, some actions were viewed as never 'Complete,' and are thus more ongoing by nature. The results of the process were summarized in the November 2019 subcommittee meeting notes under *Table 5: CCMP Update 2012 Action Preliminary Assessment* (available at <http://nbep.org/about/ccmp/>). Of the 119 actions in the plan, 17 actions were deemed complete, 24 viewed as no longer appropriate for a CCMP, and the *outcome desired* by 78 actions (66%) will carry forward to the next plan in *some form*. Those actions moving forward will be revised or combined to create a more up-to-date and specific actions plans consistent with Section F of this document. With the benefit of further discussion, we expect to develop a more final assessment of the 2012 actions later in this process. This exercise offered a good reminder for NBEP to ensure actions included in *Vision 2032* are clearly articulated so they can be understood, implemented, tracked, and adapted over the 10-year life of the plan.

### NBEP Tasks to Satisfy Checklist Item #1

- 1) For each individual action plan included in Vision 2032, describe whether it originated in the 2012 CCMP Update and if so, how it may have been changed in the new plan.*
- 2) As an Appendix to Vision 2032, include a final assessment table that builds on Table 5 in the November 18, 2019 meeting notes to clearly describe whether each action in the 2012 CCMP Update was included, revised, or excluded in the new plan and the reasoning for the action's status.*

2. Describe how the NEP has contributed to or supported activities that helped develop new information, if applicable, when highlighting major changes due to new information. Major changes could be informed by Status and Trends or State of the Estuary Reports, Indicator Reports, and associated monitoring programs where adequate monitoring data are available. This is where a discussion of climate change assessments and adaptation strategies should appear.

### Context

As noted earlier, NBEP completed a technical report in 2017 with the assistance of over 100 regional experts. An overview and summary document were also developed. The report significantly builds upon the reports released by NBEP in 2003 ([Ecological Indicators For Narragansett Bay and Its Watershed](#)) and 2009 ([Currents of Change: Environmental Status and Trends of the Narragansett Bay Region—Final Technical Draft](#)).

The 2017 technical report describes the status and past trends for 24 indicators, identifies the linkages between and among these indicators, and discusses how trends may change through time in response to changing stressors and management actions. NBEP categorized the 24 indicators as Stressor Indicators or Condition Indicators as shown in Figure 13. The Stressor Indicators provide information about key climate change, landscape, and chemical processes and characteristics that cause changes in the study area. The Condition Indicators provide information about the status of the ecosystem and public health. Collectively, the indicators give insight into the ability of estuaries and their watersheds to provide benefits to people such as freshwater and marine fisheries, clean water, and outdoor recreation. Note that the technical report does not include information from Little Narragansett Bay, the Coastal Ponds, and their watersheds, which are also part of the NBEP's study area.

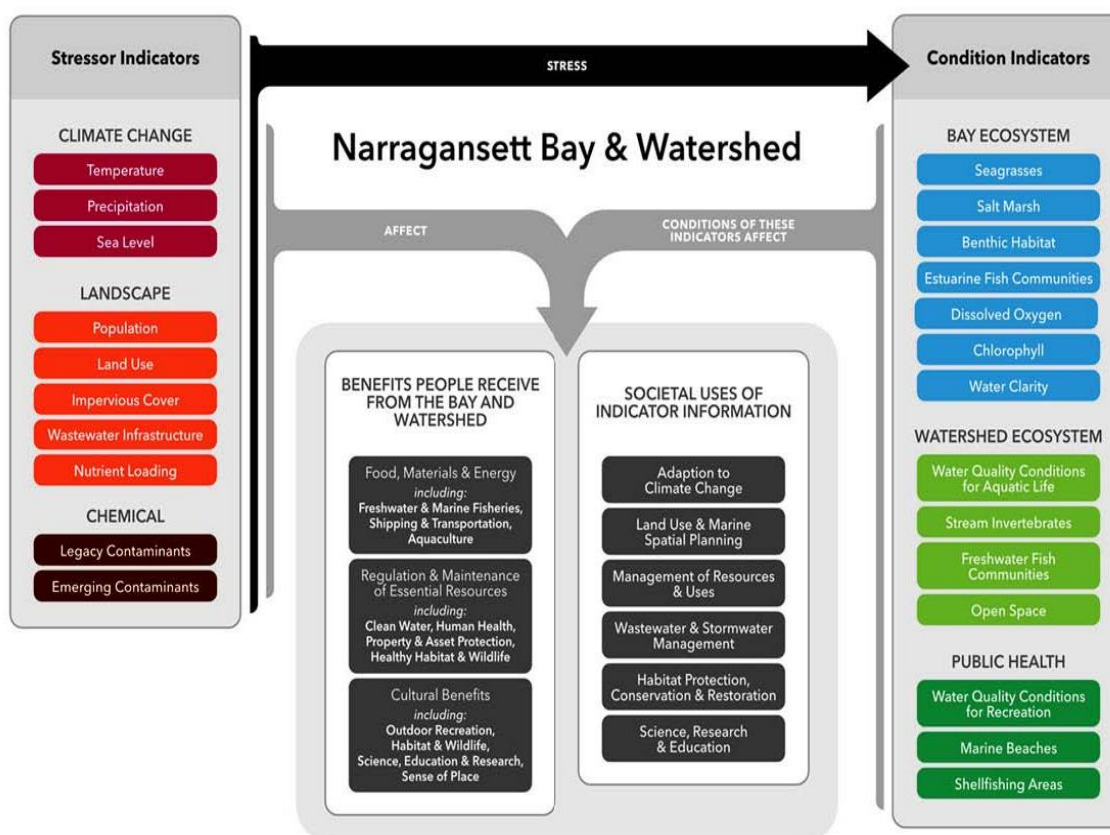


Figure 13: Narragansett Bay and Watershed Indicators and Linkages

Further, companion scoping reports on climate change vulnerabilities to habitats and subregions in the northeast were completed in 2016. The documents include:

- [Climate Change Vulnerabilities Scoping Report: Risks to Clean Water Act Goals in Habitats of the Northeast](#). Prepared for EPA by Battlle. January 15, 2016.
- [Climate Change Vulnerabilities Scoping Report: Risks to Clean Water Act Goals in Northeast Sub-regions](#). Prepared for EPA by Battlle. March 14, 2016.

Lastly, since 2012, NBEP has funded and released 33 research reports, with 11 projects currently ongoing, which will inform future actions to improve water quality and ecological integrity of our study area.

### NBEP Tasks to Satisfy Checklist Item #2

1. *Include within Vision 2032 a section that describes new information developed by NBEP or created with its support since publication of the 2012 CCMP Update and how this information influenced Vision 2032. The 2017 technical report and new information acquired from partners to inform efforts in the Little Narragansett Bay and Coastal Pond Watersheds.*
2. *Assess each action plan included within Vision 2032 for vulnerability to climate change and specify adaptation plans as appropriate. In the Appendix, include for all action plans material consistent with Steps 3-5 and 7-8 of the EPA guidance titled, ["Being Prepared for Climate Change: A Workbook for Developing Risk-Based Adaptation Plans."](#)*

3. **Include a map of the study area. If there are any boundary changes, provide the reasons for those changes. Any NEP study area boundary changes should be based on sound science with the support and approval of the NEP's Management Conference in a transparent and open process.**

#### Context

Included as Figure 14 is a map of the study area. No study area boundary changes occurred since the 2012 CCMP Update.

### NBEP Tasks to Satisfy Checklist Item #3

1. *Include a current, user-friendly map of the study area in the opening section of Vision 2032.*
2. *Interactive maps will be included on the NBEP website as part of the digital presentation of the plan.*



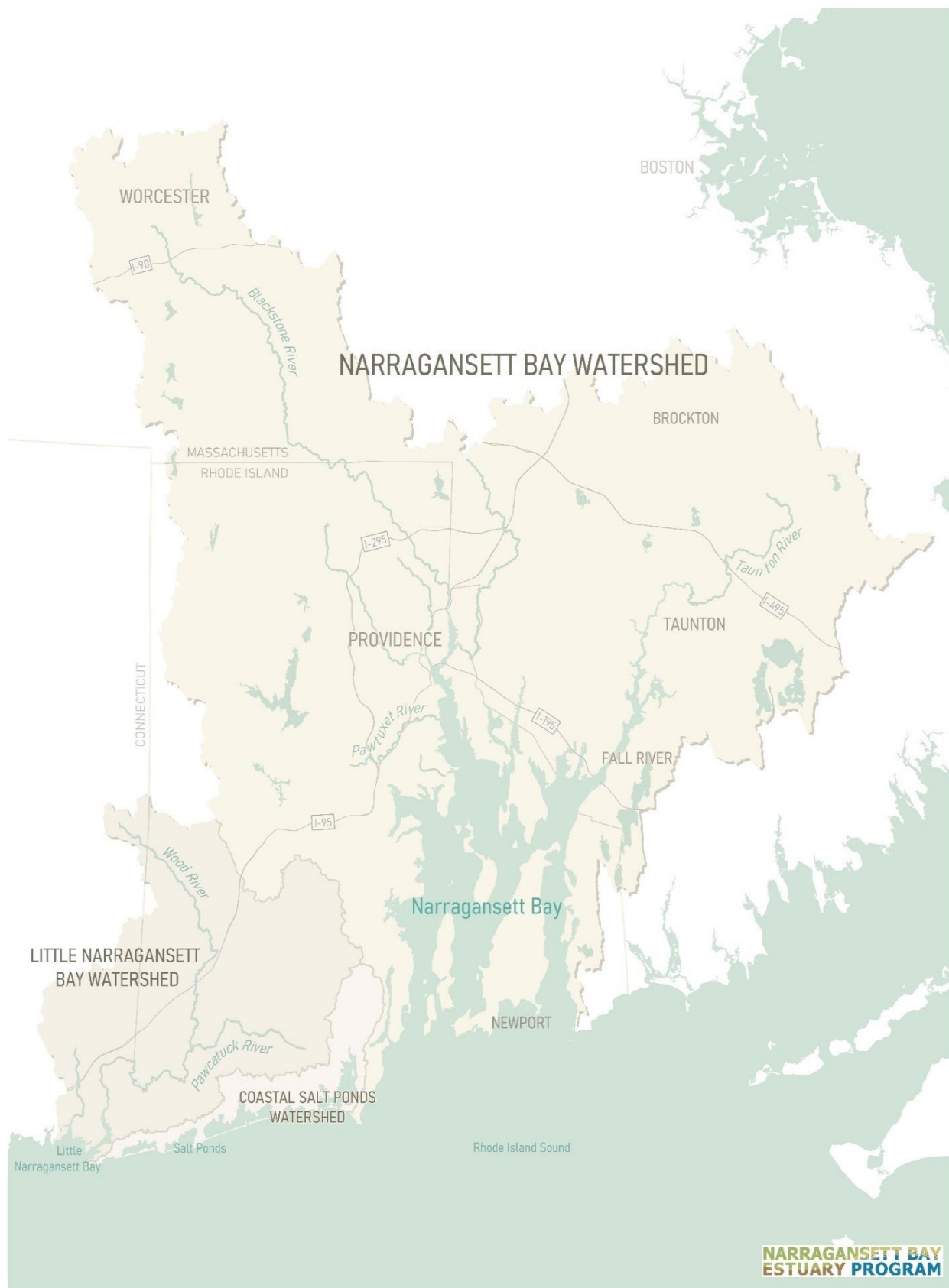


Figure 14: Narragansett Bay Estuary Program Study Area

4. Describe the NEP's Management Conference and membership with any proposed changes and explain how the structure will support the NEP's ability to oversee and promote CCMP implementation. This would include a discussion about the NEP's approach to achieving financial sustainability and for involving the public and stakeholders in its programs.

#### Context

As spelled out in NBEP's [\*Guiding Principles for Program Management\*](#) approved on February 7, 2018 ("Guiding Principles"), NBEP's Management Conference shall include three major committees, and any associated subcommittees or ad hoc committees, which guide various aspects of NBEP. The three committees include a Steering Committee, an Executive Committee, and a Science Advisory Committee. Further, the Management Conference strives for broad representation of interests that reflect the geographic, social, scientific, economic, and political scope of NBEP's study area. The Steering Committee is NBEP's primary decision-making body, setting overall program direction and serving as a forum for open discussion and collaborative decision-making. The committee must comprise at least 20 members and should not exceed 35 members, and members are expected to bring the perspective, experience, and commitment of their respective organization. See the Guiding Principles for further details regarding the responsibilities of the Management Conference and attendant committees.

The status of NBEP's Management Conference as of June 2020 and any updates to its core committees since the 2012 CCMP Update are provided below:

- A Steering Committee with 25 members. Since the 2012, 6 committee members have departed, 5 organizations have assigned a new representative, and 6 new members have been added. The Steering Committee was largely unchanged over the last decade. These additions represent new constituencies and bring unique expertise not on the committee when the last CCMP was composed. We expect further new members to be vetted by a Nominating Subcommittee in the fall of 2020, 2021, and 2022.
- An Executive Committee with six members. One of the new Steering Committee members was selected as Vice Chair, so she is serving on the Executive Committee as well. The long-term Chair departed in December 2019 and this position has not been filled to date. The Executive Committee is actively working to fill the role.
- A Science Advisory Committee with 15 members. Since 2012, the Science Advisory Committee was rebuilt with representation from federal and state agencies (6 members), and academic institutions (9 members). Additionally, co-chairs were elected representing management and research. NBEP is pursuing additional members beginning in 2020 to add new expertise, including wildlife and social science from the non-profit and for-profit sectors.

Approaches to achieving financial sustainability and involving stakeholders and the interested public are discussed in Section I.6 below.

#### NBEP Tasks to Satisfy Checklist Item #4

1. *Include in an opening section of Vision 2032 a concise description of the Management Conference, its responsibilities, and expected changes, as well as an explanation of how NBEP's governance has the capability to oversee and promote development and implementation of Vision 2032.*
2. *Keep the Vision 2032 Subcommittee in place after completion of the plan as a body to monitor progress and advise adaptive management.*

5. Discuss changes to existing CCMP action plans, and new action plans, including their relationship to previously stated goals and priority problems; the probable causes and sources they address; and measurable objectives, where appropriate, to attain the goal. Each CCMP Action must identify the key activities expected to be implemented to address the priority problem. It would be very helpful to include a table comparing the old completed or deemed obsolete actions, and new, revised, or on-going actions in the CCMP. This could appear upfront in the document, or within each chapter.

#### Context

As noted in Section I.1, 2012 CCMP Update included 119 actions. *Vision 2032* will include specific goals, objectives, and a suite of action plans consistent with Section F of this document. Per Section I.1 of this blueprint, NBEP will include as an Appendix to *Vision 2032* a final assessment that describes whether each action in the 2012 CCMP Update was included, revised, or excluded from *Vision 2032* and the reasoning for doing so. Action plans that will be pursued directly or funded by NBEP will be included in NBEP's annual work plans. Section G provides depictions of the pathway from the challenges to actions to impacts that applies to *Vision 2032*. Further work by the subcommittee may refine the process and related graphics.

#### NBEP Tasks to Satisfy Checklist Item #5

1. *Develop a suite of goals, objectives, and action plans that are consistent with the tenets of this document.*
2. *Include action plans that NBEP has committed to undertake in annual work plans.*

6. **NOTE:** This subsection rolls up the expectations that CCMP Revisions describe strategies for monitoring, achieving greater financial sustainability, habitat restoration and protection, and outreach. If not discussed in the CCMP Revision they are to be described in a separate document and completed within three years of the new plan.

#### Context

- a) *Finance Plan.* NBEP has taken several steps as a precursor to creating a finance plan to guide steps toward greater longer-term financial sustainability and capacity to implement *Vision 2032*. After extensive research of other NEP/NGO funding strategies and exploration of revenue options, in October 2019 NBEP created a document titled, *Narragansett Bay Estuary Program Revenue*

*Options*, which described and prioritized existing revenue options. This document spurred a productive meeting between EPA and NEIWPCC in November 2018 that clarified revenue sources NEIWPCC is willing to manage as a fiscal sponsor. Further, new EPA NEP Funding Guidance is expected that will update financial and proposal writing rules. As of June 2020, work on finance plan has been put on hold pending release of the new EPA guidance, and subsequent clarifying discussions between EPA and NEIWPCC. NBEP expects to create an organizational finance plan in FY2021. Further, it is expected that *Vision 2032* will also include a section of the plan that covers costs, values, and funding strategies of fully implementing the new plan.

- b) *Outreach Plan*. NBEP presently has a modest organizational Communications Strategy approved in August 2018 that requires revision. NBEP's EPA FY20 work plan calls for release of a revised strategy by October 2020. The new Communications Strategy will include but not be limited to a description of target audience, purpose, method, tools, materials, leads, deliverable and budget, and timeframes. Section E of this document offers an engagement framework, which along with the Timeline in Appendix 1, will guide specific outreach plans related to development of *Vision 2032*. Further, it is expected that *Vision 2032* will include a section with outreach strategies for its launch and implementation over the ensuing decade.
- c) *Monitoring Strategy*. NBEP, its partners, and other state or regional entities currently do not operate a comprehensive monitoring strategy for the study area. The States operate their own monitoring programs (e.g., Bay buoys) and individual partners across the membership of our Steering Committee conduct monitoring on a regular basis to detect and track changes in the study area, from the watershed to the site/project scale. At present there is no central coordination or repository for monitoring data for the relevant States or our area. NBEP does sit on the legislatively created *Rhode Island Environmental Monitoring Collaborative* (RIEMC), which has been a forum for receiving updates on RI-specific monitoring efforts. RIEMC has discussed driving a more coordinated approach to the planning, monitoring implementation, and response to results across the state.

For individual action plans in *Vision 2032* the information noted in Section F will be provided, including a description of outputs and metrics to assess progress and effectiveness of specific action plans. A section on monitoring will be included in *Vision 2032* that explores monitoring efforts beyond the CCMP that are ongoing, have or may change based on new information or priorities, and how they may integrate and inform *Vision 2032* and updates to NBEP's technical report. It is important to note that drawing conclusions about systemic change across the estuaries and their watersheds based on data collected during the 10-year term of a CCMP is generally not advisable. Study of more narrow areas or issues could offer valuable information that can answer questions, test hypotheses, and support science-based decision-making.

The technical report and NBEP's existing data needs prioritization document highlight some data gaps that could be addressed through action plans. A combination of a *Vision 2032* interactive website and NBEP's new data hub will be a repository for certain data, particularly data that links our technical report, *Vision 2032*, annual work plans, and tracking against metrics.



*Habitat Protection/Restoration Strategy*. NBEP, its partners, and other state or regional entities currently do not hold or manage a comprehensive habitat restoration strategy for the study area. More narrow strategies that focus on a specific sub-watershed, ecosystems, habitats, species, problem/stressor, or projects are routinely prepared across the study area. The prevailing view shared in subcommittee meetings to date has been that creation of a habitat restoration plan for the entire study areas would not be additive or especially useful. Consistent with Section F, individual action plans included in *Vision 2032* that involve the restoration or protection of habitat will discuss relevant habitat types and key species, include appropriate milestones and outputs, and reflect the results of an assessment of whether the three critical lenses described in Section F are met.

### NBEP Tasks to Satisfy Additional Strategy Document Requirements

- 1) *Include a suite of goals, objectives, and action plans in Vision 2032 that are consistent with the principles in Section B and criteria in Section F of this document.*
- 2) *Include a section in Vision 2032 that addresses financing and outreach for the plan.*
- 3) *Include individual actions plans in Vision 2032—developed per Section F of this document—that provide information on habitat restoration, metrics, and monitoring as appropriate.*
- 4) *Include a section in Vision 2032 that describe the restoration planning and monitoring ongoing in the study area that is external to the NBEP, how NBEP and its partners participate, and how it can/could aid implementation of Vision 2032*
- 5) *Create separate organizational finance and communication plans for NBEP in FY2020 and FY2021, respectively.*

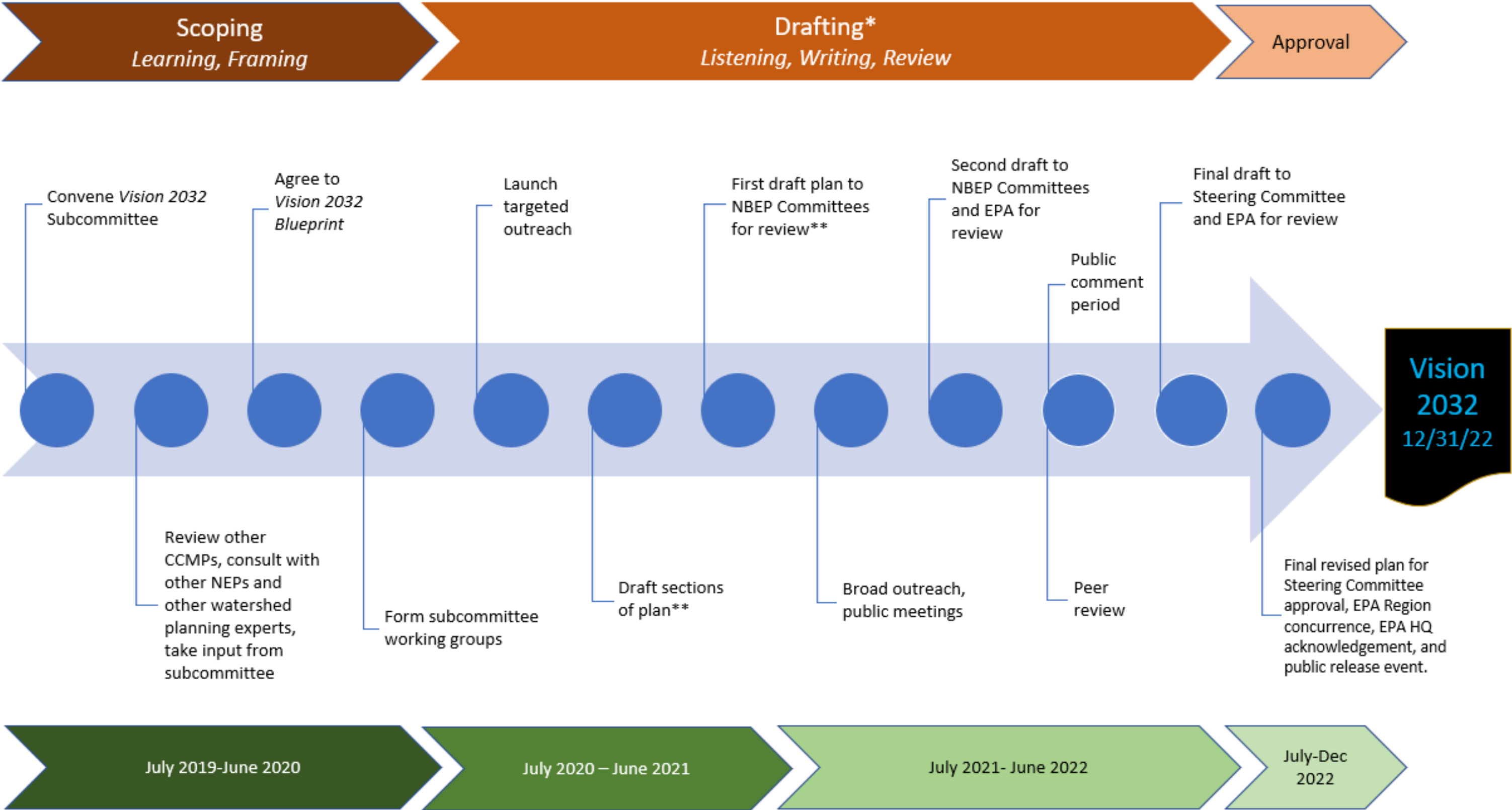
Figure 15: EPA CCMP Revision Checklist Compliance Plan Summary

Checklist Item	NBEP Tasks to Satisfy Checklist Items
1. Identify changes between the 2012 CCMP Update and <i>Vision 2032</i> .	<ol style="list-style-type: none"> <li>1) For each individual action plan included in <i>Vision 2032</i>, describe whether it originated in the 2012 CCMP Update and if so, how it may have been changed in the new plan.</li> <li>2) As an Appendix to <i>Vision 2032</i>, include a final assessment table that builds on Table 5 in the November 18, 2019 meeting notes to clearly describe whether each action in the 2012 CCMP Update was included, revised, or excluded in the new plan and the reasoning for the action’s status.</li> </ol>
2. Describe new information developed and changes made based on this information, including any assessment and adaptation to climate change.	<ol style="list-style-type: none"> <li>3) Include within <i>Vision 2032</i> a section that describes new information developed by NBEP or created with its support since publication of the 2012 CCMP Update and how this information influenced <i>Vision 2032</i>. The 2017 technical report and new information acquired from partners to inform efforts in the Little Narragansett Bay and Coastal Ponds Watersheds.</li> </ol>

Figure 15: EPA CCMP Revision Checklist Compliance Plan Summary

Checklist Item	NBEP Tasks to Satisfy Checklist Items
	4) For each action plan included within <i>Vision 2032</i> , assess its vulnerability to climate change and specify adaptation plans as appropriate. In the Appendix include for all action plans material consistent with Steps 3-5 and 7-8 of the EPA guidance titled, <i>Being Prepared for Climate Change: A Workbook for Developing Risk-Based Adaptation Plans</i> .
3. Provide a map of the study area, describe any boundary changes, and any reasons for such changes.	5) Include a current, user-friendly map of the study area in the opening section of <i>Vision 2032</i> . 6) Interactive maps will be included on the NBEP website as part of the digital presentation of the plan.
4. Describe the Management Conference, any proposed changes, and how NBEP's governance structure supports <i>Vision 2032</i> implementation.	7) Include in an opening section of <i>Vision 2032</i> a concise description of the Management Conference, its responsibilities, and expected changes, as well as an explanation of how NBEP's governance has the capability to oversee and promote development and implementation of <i>Vision 2032</i> . 8) Keep the <i>Vision 2032</i> Subcommittee in place after completion of the plan as a body to monitor progress and advise adaptive management.
5. Describe action plans in in <i>Vision 2032</i> , including their relationship to actions in the existing plan, key tasks, the priority issues they address, and results measured against metrics.	9) Develop a suite of goals, objectives, and action plans that are consistent with the tenets of this document. 10) Include action plans that NBEP has committed to undertake in annual work plans.
Describe strategies for monitoring, achieving greater financial sustainability, habitat restoration and protection, and outreach.*  *This item is a roll-up of items 1-4 on Page 3 and 4 of the EPA CCMP Revision guidelines.	11) Include a suite of goals, objectives, and action plans in <i>Vision 2032</i> that are consistent with the principles in Section B and criteria in Section F of this document. 12) Include a section in <i>Vision 2032</i> that addresses financing and outreach for the plan. 13) Include individual actions plans in <i>Vision 2032</i> —developed per Section F of this document—that provide information on habitat restoration, metrics, and monitoring as appropriate. 14) Include a section in <i>Vision 2032</i> that describe the restoration planning and monitoring ongoing in the study area that is external to the NBEP, how NBEP and its partners participate, and how it can/could aid implementation of <i>Vision 2032</i> 15) Create separate organizational finance and communication plans for NBEP in FY2020 and FY2021, respectively.

Appendix 1: VISION 2032 Development Timeline



\*Extensive outreach will take place during the drafting phase of *Vision 2032* consistent with the framework provided as Section E of this document. Only a few major outreach steps (e.g., polling, public meetings) are included here.

\*\*A rolling or staged process may be used to bring certain parts of the plan for NBEP committee and EPA review prior to submittal of the first draft plan around July 2021.

Appendix 2: Outreach Framework

As noted in Section B of this document, NBEP is committed to running an open and inclusive plan development process where all interested voices will be sought out and heard. Further, as noted in Section E, we want to ensure that outreach is purposeful, systematic, and strives for collaborative engagement. The table below offers a simple framework to inform outreach to 11 types of interested public. Further, NBEP is currently undertaking a “gap analysis” to identify and prioritize partners included (or not included) in this table that should be engaged. More specific outreach plans will be developed based on these tools.

Partners	Purpose	Outreach Method	Outreach Tool/Material	Timeline Stage	Lead	Example Target Organizations
1. NBEP Committees	<ul style="list-style-type: none"><li>• <i>Vision 2032 Subcommittee</i> to oversee development</li><li>• <i>Steering Committee</i> to review and approve final plan</li><li>• <i>Science Advisory Committee</i> to provide input on plan at strategic points</li><li>• Subcommittee Working Groups to provide subject area-specific discussion and recommendations</li></ul>	<ul style="list-style-type: none"><li>• NBEP <i>Vision 2032</i> or Steering Committee meetings</li><li>• Mention topical workgroups or action plan workgroups here?</li></ul>	<ul style="list-style-type: none"><li>• Draft plan sections</li><li>• Section summaries</li><li>• Standard PPT</li></ul>	<ul style="list-style-type: none"><li>• Scoping</li><li>• Drafting</li><li>• Approval</li></ul>	NBEP	NBEP committee members.
2. Researchers	<ul style="list-style-type: none"><li>• Offer insight into the contents of the plan (problem, solution, monitoring) and provide peer review</li></ul>	<ul style="list-style-type: none"><li>• Specific working group meetings per Section 2G of this document</li><li>• Listening sessions</li><li>• Talks at conferences or to faculty</li><li>• One-on-one meetings</li></ul>	<ul style="list-style-type: none"><li>• Draft plan sections</li><li>• Section summaries</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	NBEP and NBEP <i>Vision 2032</i> or Steering Committee meetings	NBEP Science Advisory Committee members; and individual faculty and students at schools in study area.
3. Government Managers (federal, state, municipal)	<ul style="list-style-type: none"><li>• Offer insight into the contents of the plan (problem, solution, monitoring) and provide peer review.</li></ul>	<ul style="list-style-type: none"><li>• Specific working group meetings</li><li>• Listening sessions</li><li>• Presentations at existing meetings</li><li>• Direct email outreach</li><li>• One-on-one meetings</li></ul>	<ul style="list-style-type: none"><li>• Draft plan sections</li><li>• Section summaries</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li><li>• Approval</li></ul>	NBEP and committee members	FWS; FEMA; RIDEM; RICRMC; RIDOH; RIDOT; MADEP; MassDER; MACZM; MassDOT; MVP and MRP staff; and cities/towns in both states (planners, utility, parks).
4. Funders	<ul style="list-style-type: none"><li>• Match actions between the plan and funders.</li></ul>	<ul style="list-style-type: none"><li>• One-on-one meetings</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	NBEP and partners	EPA (NEP, SNEP, §319); NOAA; FWS; RIDEM; CRMC; NFWF; Rhode Island Foundation; Island Foundation; and Prince Charitable Trust.
5. Environmental groups	<ul style="list-style-type: none"><li>• Understand that planning is taking place and that they have a voice on matters that impact them</li><li>• Seek new ideas and input that relate to their specific interests.</li></ul>	<ul style="list-style-type: none"><li>• NBEP <i>Vision 2032</i> or Steering Committee meetings</li><li>• Listening sessions</li><li>• Present at conferences/webinars.</li><li>• Participate in meetings/events by groups</li><li>• One-on-one meetings</li><li>• Vision 2032 webtool</li></ul>	<ul style="list-style-type: none"><li>• Section summaries</li><li>• Standard fact sheet or PPT</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	NBEP and partners	Land trusts; regional planning and conservation commissions; conservation/watershed groups; and citizens groups.
6. Resource users	<ul style="list-style-type: none"><li>• Understand that planning is taking place and that they have a voice on matters that impact them</li><li>• Seek new ideas and input that relate to their specific interests.</li></ul>	<ul style="list-style-type: none"><li>• Specific working group meets</li><li>• Listening sessions</li><li>• One-on-one meetings</li><li>• Partner social media</li><li>• Vision 2032 webtool</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li><li>• Flyers at ports, boat launches, gear stores, etc.</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	Ambassadors	Commercial lobster, finfish, and shell fishing; aquaculture; marine trades, recreational fishing; woodland partnership, farming groups, outdoors enthusiast groups, beach/park visitors; artists; and tourism.
7. Other businesses	<ul style="list-style-type: none"><li>• Understand that planning is taking place and that they have a voice on matters that impact them</li><li>• Seek new ideas that relate to their specific interests.</li></ul>	<ul style="list-style-type: none"><li>• Specific working group meetings</li><li>• Presentation at conferences</li><li>• One-on-one meetings</li><li>• Vision 2032 webtool</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	Ambassadors	Chambers of commerce; homebuilding; real estate; insurance; health care; banking; and manufacturing.
8. Environmental justice groups and communities	<ul style="list-style-type: none"><li>• Understand that planning is taking place and that they have a voice on matters that impact them</li><li>• Seek new ideas and input that relate to their specific interests.</li></ul>	<ul style="list-style-type: none"><li>• Listening sessions</li><li>• Presentations at existing meetings</li><li>• One-on-one meetings</li><li>• Vision 2032 webtool</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li><li>• Short and compelling factoids</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	Ambassadors	EPA Environmental Justice lead; state environmental justice groups; hyper-local community groups; urban and rural cities towns that are historically underserved; and community champions and activists
9. Educators/Students	<ul style="list-style-type: none"><li>• Understand that planning is taking place</li><li>• Seek ideas and input from new sources</li></ul>	<ul style="list-style-type: none"><li>• Presentations to classes</li><li>• Attendance at field events</li><li>• Vision 2032 webtool</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li><li>• Short and compelling factoids</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li></ul>	NBEP and partners	Colleges; high/middle schools; and organizations that work with youth
10. Appointed/Elected officials	<ul style="list-style-type: none"><li>• Understand that planning is taking place, that their staffs are engaged/they have a voice</li><li>• Seek their support for the plan/implementation</li></ul>	<ul style="list-style-type: none"><li>• One-on-one meetings</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li><li>• Short and compelling factoids</li></ul>	<ul style="list-style-type: none"><li>• Drafting</li><li>• Approval</li></ul>	NBEP, partners, ambassadors	Governors; agency heads; city council members; and selectmen.
11. Other Interested public	<ul style="list-style-type: none"><li>• Understand that planning is taking place and that they have a voice on issues they care about</li></ul>	<ul style="list-style-type: none"><li>• Polling</li><li>• Listening sessions</li><li>• Presentations at existing meetings</li><li>• Partner social media</li><li>• Public meetings/open houses</li><li>• Public comment period</li></ul>	<ul style="list-style-type: none"><li>• Standard fact sheet or PPT</li><li>• Short and compelling factoids</li></ul>	<ul style="list-style-type: none"><li>• Scoping</li><li>• Drafting</li></ul>	NBEP, partners, ambassadors	Anyone interested in the study area that impacted by/connected to its water quality, wildlife, and quality of life

## Appendix 3. Drafting Tools

### Potential Outreach Questions for Individuals

We would welcome your response on a number of topics relating to your views on the outdoor environment where you live or visit so we can learn how to better serve your area.

1. [WEB] Town or city where you live / visit.
2. [WEB] Things you like the most about the outdoor environment in your town or city.
3. [WEB] Things you like least about the outdoor environment in your town or city.
4. [WEB] Positive changes to the outdoor environment while you've lived in / visited your town or city.
5. [WEB] Negative changes to the outdoor environment while you've lived in / visited your town or city.
6. [WEB] Your concerns for streams, ponds, beaches, or wildlife habitats.
7. [WEB] Ways you stay cool when outdoors in the summer.
8. [WEB] Aspects of your neighborhood and community environment that help keep you and/or your family healthy.
9. [WEB] Aspects of your neighborhood and community environment that could make you and/or your family sick.
10. [WEB] Changes you would like to see in your community's outdoor environment in the future.
11. [WEB] Your past involvement in decisions that impact your area.
12. [WEB] Your interest in being more involved in Vision 2032 planning for a healthier Narragansett Bay region.
13. [WEB] Preferred ways to get more involved, if interested (e.g. participating in planning meetings, community conversations, social media posts, web input, or other).



## Potential Outreach Questions For Organizations

We would welcome your response on a number of topics relating to your views on the outdoor environment that your organization or group serves or stewards so we can learn how to better serve your area.

1. [WEB] Your organization name.
2. [WEB] Geographic area your organization serves.
3. [WEB] Purpose or mission of your organization.
4. [WEB] Changes to the environment--for the better or worse--since you/your organization has worked in the area.
5. [WEB] Biggest programmatic challenges you face.
6. [WEB] Your organization's biggest challenges related to improving water, wildlife, and quality of life in your area.
7. [WEB] Your organization's programs or capacity to address climate resilience issues.
8. [WEB] Your organization's programs or capacity to address environmental justice issues.
9. [WEB] Your organization's programs or capacity to address sustainable natural resource use.
10. [WEB] Your organization's degree of involvement in decisions that impact your area
11. [WEB] Actions your organization would like to see over the next ten years from government, non-government organizations, local businesses, residents, or others that respond to your mission and input today.
12. [WEB] Kinds of projects your organization would like to take on if you had more resources/capacity to support your work
13. [WEB] People or organizations you need to connect with to better respond to your mission
14. [WEB] Anything else you would like to share with us that would be informative to the Vision 2032 process

## **Goal, Objective, and Action Development Guide**

Short guide for building upon focal areas and preliminary objectives to create more formal Goals, Objectives and Actions to be developed.

## Action Vetting Decision Tree Template

Decision tree to guide action vetting per Section F of this document to be developed.

## Action Plan Data Collection Template

Fillable PDF or Google Document to be developed.