



VISION2032

April 16, 2020

Version 2

CONTENTS

A. Plan Purpose	3
B. Plan Development Intentions.....	3
C. EPA Checklist Components and NBEP Plans to Meet Them.....	5
D. Vision 2032 Logic Model Graphics	15
E. Engagement Framework	16
F. Timeline.....	17

NARRAGANSETT BAY
ESTUARY PROGRAM

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.

Every ten years, NBEP develops a Comprehensive Conservation and Management Plan (CCMP) that includes a set of actions for addressing the complex problems facing the 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. NBEP will coordinate a community-driven, cooperative process to develop a focused and achievable action plan that delivers measurable improvement to the environment and to quality of life in the region within 10 years.

This *Vision 2032 Blueprint* (or “blueprint”) describes the manner and process that NBEP will use to develop the plan. Included in this blueprint are the following materials:

- A. Purpose of *Vision 2032*,
- B. Aspirations that will underlie all aspects of plan development,
- C. Specific tasks NBEP will undertake to ensure adherence to U.S. Environmental Protection Agency’s (EPA) [*National Estuary Program Comprehensive Conservation and Management Plan Revision and Update Guidelines*](#) (“guidelines”).
- D. Two graphics, including a logic model that describes *Vision 2032*’s pathway to addressing the challenge facing the region,
- E. Engagement framework to guide outreach, and
- F. Plan development timeline.

This blueprint will remain a living document so it can continue to offer context and serve as a guide for the Vision 2032 Subcommittee throughout the development of this new plan.

Vision 2032 Subcommittee agendas, notes, and other materials will be available [here](#).

A. Purpose

Vision 2032 is a call to action for NBEP and its partners to create a shared vision for pursuing priority actions that are science-based, reflect diverse local voices and needs, and measurably improve water quality, wildlife, and quality of life in the NBEP study area by 2032.

B. Plan Development Process Intentions

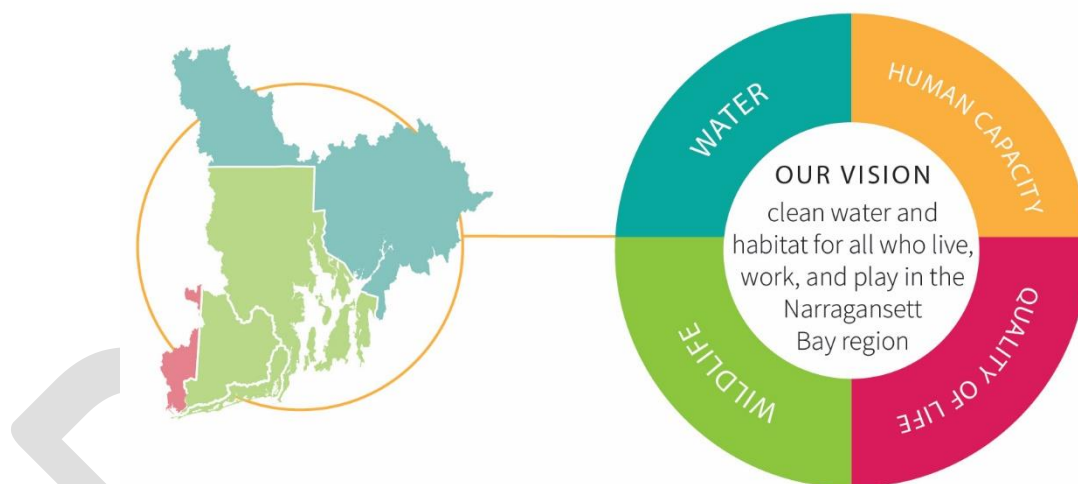
Over the course of the first three meetings of the Narragansett Bay Estuary Program (NBEP) *Vision 2032* Subcommittee on July 16th, September 19th, and November 18th, 2019 the subcommittee heard from colleagues at EPA and in the estuary restoration community, participated in large and small group discussions, and provided extensive feedback to NBEP staff. Below are a set of fifteen (15) intentions for development of *Vision 2032* that reflect input to date.

1. Process. Utilize a pre-defined and transparent plan development process that is consistent with these intentions.
2. NBEP Role: Coordinate development of the plan; provide plan development strategy; offer technical writing and current data; provide financial resources to support the effort; and commit to implement specific actions consistent with NBEP's mission and capacity.
3. Collaboration. Empower collective decision making that is formal, consensus-oriented, and based in trust and shared motivations.
4. Science. Synthesize and share data in a manner that is accessible and useful to the subcommittee to ensure the plan reflects the best available science. Build on recommendations from 2017 [*The State of the Narragansett Bay and Its Watershed Technical Report*](#) ("technical report") and included indicators to set the foundation for further scientific inquiry.
5. Inclusive Engagement. Authentically and meaningfully engage people in study area across interests, geographies, demographics, and disciplines from the "bottom-up." Ensure representation in the plan for all those potentially impacted by problems and solutions addressed in *Vision 2032* through strategic engagement by NBEP staff, subcommittee members, and partners with the *right* tool at the *right* venue at the *right* time. Inviting outreach will be pursued that draws people in and helps them feel part of the plan development process from the beginning. When people see themselves and their own concerns in the plan the more likely they are to act. Section E5 of this document provides further detail on stakeholder engagement.
6. Transparency. Share the decisions and work products for *Vision 2032* in a clear, open, and honest manner that can be readily understood by the interested public.
7. Structure. The *Vision 2032* Subcommittee will be the lead entity overseeing development of the new plan. However, the subcommittee may choose to form working groups around specific subjects, geographies, action plans or other categories. Input from NBEP's Executive and Science Advisory Committees, and input and approval from the Steering Committee, will be sought at appropriate milestones during the creation of the plan.
8. Action Criteria. Evaluate potential action plans at the drafting phase to assure that action plans in *Vision 2032* meet the following seven (7) criteria:

- a) It is consistent with Clean Water Act §320 and NBEP’s mission.
- b) Has support from the Vision 2032 Subcommittee and NBEP’s Steering Committee.
- c) It can be completed in 10 years.
- d) It yields results that are measurable against defined metrics.
- e) It addresses a stressor or condition indicator in the technical report or priority issues otherwise documented in the study area.
- f) An entity is committed to undertake the action (“striving to commit” may be appropriate for policy-related actions that are not fully under an entity’s control to complete).
- g) At least **one potential funding source** is in place or has been identified.

9. **Action Plan Prioritization.** To maximize achievement of NBEP’s vision, *Vision 2032* will prioritize actions **plans** that deliver multiple benefits and/or span geographic boundaries. 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. Boundaries include including the three states, 113 towns, and watersheds from the headwaters to the coast. See Figure 1 below for a visualization of the vital linkages across benefits and geographies in the study area.

Figure 1: Prioritizing Multi-Benefit/Cross-Boundary Action Plans



10. **Action Plan Components.** Each action plan will include at least the following ten (10) elements:
- a) Priority level within *Vision 2032* (and potentially withing specific subjects or geographies as well).
 - b) Statement of need (connection to broader indicators or action-specific metrics as appropriate).
 - c) **How changed since last CCMP.**
 - d) Tasks (the tasks NBEP commits to execute will be included in its annual Work Plans).
 - e) Location/ geography (if applicable).
 - f) Complete a climate vulnerability assessment for each action.
 - g) Leads and partners.
 - h) Outputs/metrics and outcomes (measurable, concrete, and observable).
 - i) Costs and potential funding.
 - j) Timeline and key milestones.

An Appendix to the plan 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.

11. Document Format and Visuals. *Vision 2032* will be presented such that it is appropriately specific, concise, user-friendly, and inspires greater understanding and action by NBEP, partners, and the interested public. A Table of Contents will be drafted early to guide the framework of the document. We expect to prepare limited hard copies, a simple PDF for online distribution, and an interactive multi-media platform. Consultants may provide polling, science writing, graphic design, community outreach, and specialized technical support (e.g., economic valuation, peer review).
As noted in Subsection B.5, we intend to use graphics as a unifying communications tool in the written plan and its on-line interactive companion to explain the multi-dimensional nature of included actions (across categories of actions, geographies, and time) and inspire greater understanding, input, and action. Note that early launching of a project website as a place to begin to learn what people care about is viewed as a viable option during the COVID-19 quarantine.
12. Balance Tensions Across Issues. Work to restore and protect estuaries and their watersheds is exceptionally complex. The creation of plans that identify problems and appropriate solutions requires balancing sometimes incongruent goals, needs, and subjects. Some of the tensions we will look to balance during development of the *Vision 2032* to maximize achievement of its purpose include:
 - a) Be comprehensive by looking across the entire study area for needs/solutions but narrow to action plans that can meet the criteria in Section B.8.
 - b) Complete early scoping work with a core group of partners to create the strong, foundational framework for *Vision 2032* represented by this document but ensure the framework employs a flexible and living structure that invites early external input from new voices throughout the process.
 - c) Offer clarity on action plans NBEP will implement vs those to be undertaken by partners.
 - d) Acknowledge the value of study and planning to identify problems and inform future solutions and the need for immediate implementation actions to improve the system.
 - e) Recognize that ecosystems are made up of nature and people. Thus, as possible, solutions should be pursued that are based in the physical, chemical, and biological sciences (“hard” sciences, perhaps), and geography, economics, culture, and other social sciences.
 - f) Balance the need to be prescriptive enough to stimulate progress but extend implementers the flexibility to adapt and innovate as appropriate.
 - g) Distinguish between an action and the outputs and outcomes it is intended to deliver.
 - h) When crafting action plans, consider both direct and indirect outcomes, primary and secondary impacts, and intended and unintended consequences.
13. Schedule. NBEP and the *Vision 2032* Subcommittee will adhere to deadlines and a long-term timeline for the project. The timeline will include broader phases, key milestones, and flexibility to adjust timing over the course of plan development. Section F of this document offers current plan development timeline as of March 2020.
14. Adaptive. Build adaptability into the plan so it can remain open and rapidly responsive to new information and conditions that maximize the utility of the final product.

15. Connection to Place. Tie into people’s existing sense of place to build trust, ownership in plan implementation, and a shared vision across the region. Personal connections bring personal action: people need to feel part of the story.

C. EPA CCMP Checklist Components and NBEP Plans to Meet Them

Section C.1-C.5 below correspond to Checklist items 1-5 in EPA’s CCMP guidelines. Section C.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 4.

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

The NBEP’s Vision 2032 Subcommittee at their meeting November 18, 2019 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/committees/>). 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 B.10 of this document. With the benefit of further discussion, we expect

NBEP Tasks to Satisfy this Checklist Item #1

1. *For each final 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 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.*

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.

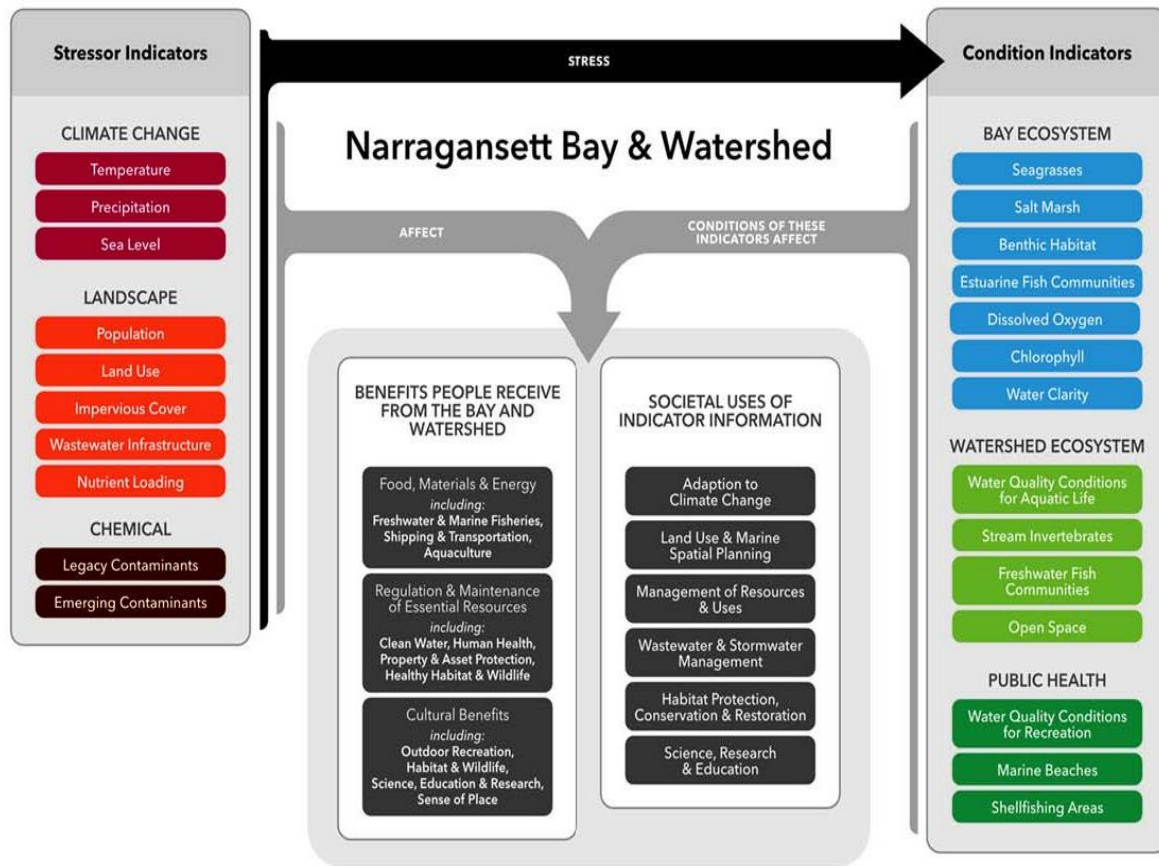
2. Describe how the NEP has contributed to or supported activities that helped develop new information, if applicable, when highlighting major changes due to new information. Major changes could be informed by Status and Trends or State of the Estuary Reports, Indicator Reports, and associated monitoring 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. Over 100 regional experts assisted with this new report. An overview and summary document were also developed. The report significantly builds upon on 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 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 (see Figure 2). 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 the Little Narragansett Estuary, the Coastal Ponds, and their watersheds, which also part of the NBEP's study area.

Figure 2: Narragansett Bay and Watershed Indicators and Linkages in 2017 Technical Report



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 this 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. Focus will be on the technical report and new information acquired from partners to inform efforts in the Little Narragansett Bay and Coastal Pond Watersheds.*
2. *For each action plan included within Vision 2023, 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, 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.**

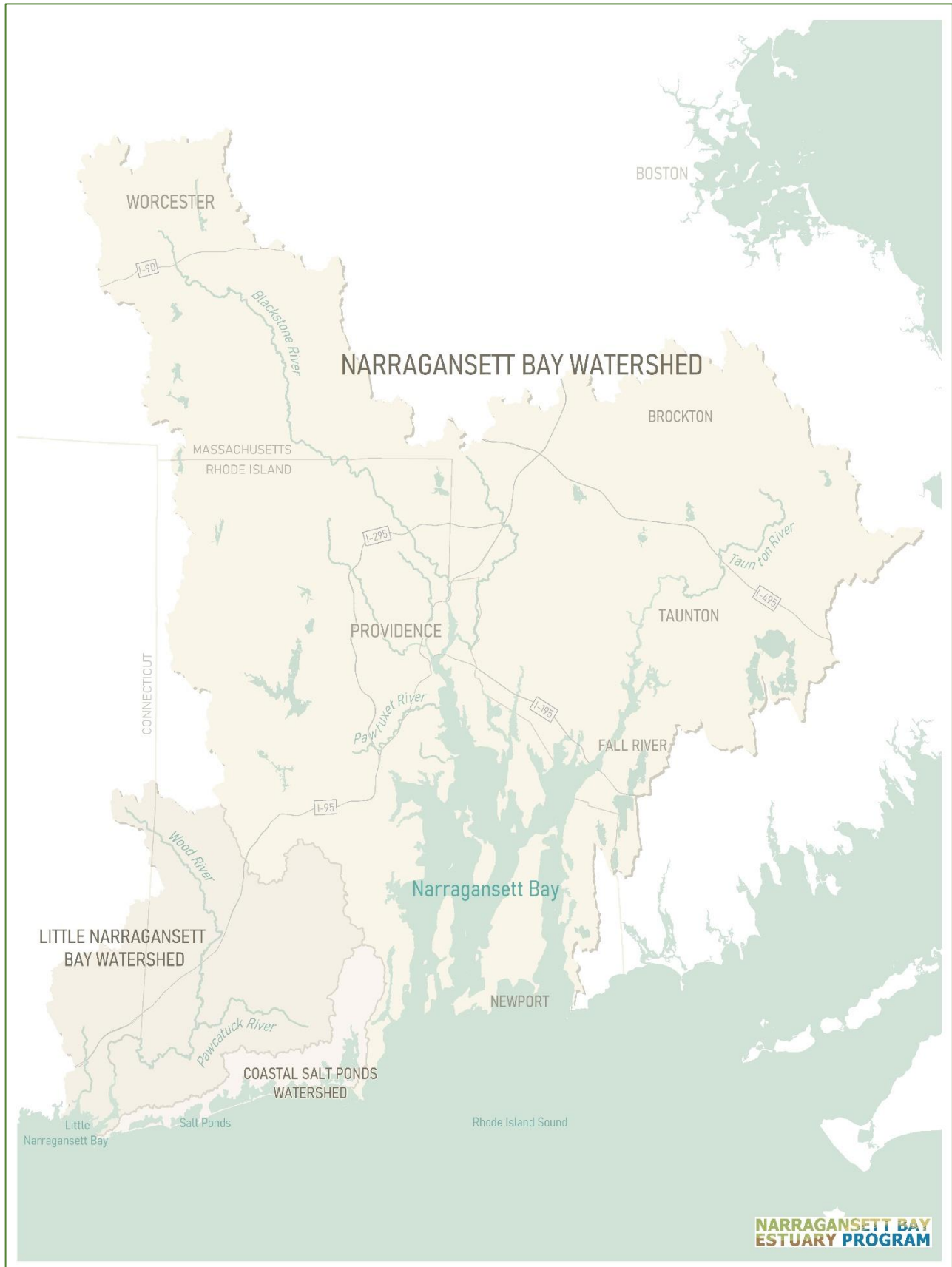
Context

Included as Figure 3 is a map of the study area. No study area boundary changes occurred since the 2012 CCMP Update. Note that information on Little Narragansett Bay Estuary and the Coastal Ponds, while not included in the technical report, will be included in *Vision 2032*.

NBEP Tasks to Satisfy this 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 Vision 2032.*

Figure 3: 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.

As of March 2020, NBEP has [23 Steering Committee members](#). Since the 2012 CCMP Update, 6 committee members have departed, 5 organizations have assigned a new representative, and 4 new members have been added. Another 3 new members have been invited to join the committee and their acceptance is pending. 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 future.

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

NBEP Tasks to Satisfy this 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 under Section C.1, 2012 CCMP Update included 119 actions. *Vision 2032* will include specific goals, objectives, and a suite of action plans that meet the criteria included in Section B.8 of this document. Each action plan will include the elements noted in Section B.10 and the expression of

each action plan in the document will strive to achieve all the aspirations in Section B. Per Section C.1, 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 D on page 14 provides two depictions of the pathway from the challenges to actions to impacts that applies to *Vision 2032*. The second graphic is called a logic model. A logic model presents the shared relationships among the resources, actions, outputs, outcomes, and impact of a program. Four broad "categories" of action included in the logic model include Water Quality, Wildlife, Quality of Life, and Human Capacity To Take Action. An overriding goal is to create a visual language to both invite inclusive outreach at the front end of plan development and create a readily understood final product. Further work by the subcommittee can revise these specific graphics, add specific objectives and actions, and otherwise refine the process and content.

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.

NBEP Tasks to Satisfy this Checklist Item #5

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

Context

- a) *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 B.10 will be provided, including a description of metrics and monitoring 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 emphasized if timed to included action plans. A combination of a new interactive website and NBEP's new data hub could become a repository for certain data, particularly data that links our status and trends report, Vision 2032 plan, annual work plans, and tracking against metrics.

- b) *Finance Plan*. NBEP has taken several steps as a precursor to creating a finance plan to guide steps toward greater longer-term financial sustainability to execute the CCMP. 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 sponsor. Further, new EPA NEP Funding guidance is expected that will update financial and proposal writing rules. As of March 2020, work on finance plan has been put on hold pending release of the new EPA funding guidance, and subsequent clarifying discussions between EPA and NEIWPCC. NBEP expects to create an organizational finance plan in FY21. Further, it is expected that *Vision 2032* will include a section of the plan that covers costs, funding strategies, and the value of fully implementing the new plan.
- c) *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 B.10, *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 metrics, and reflect the results of a climate change vulnerability assessment.
- d) *Communications Strategy*. 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 Section F, will guide specific outreach plans related to development of *Vision 2032*. Further, for its launch and implementation over the ensuing decade, it is expected that *Vision 2032* will include a section with outreach strategies for its launch and ongoing execution.

NBEP Tasks to Satisfy Additional Strategy Document Requirements

- 1) *Develop a suite of goals, objectives, and action plans over the next two-plus years that meet the specific intentions set forth in Section B of this document.*
- 2) *Create stand-alone organizational finance and communication plans for NBEP in FY20 and FY21, respectively.*
- 3) *Include a section in Vision 2032 that address financing and outreach for Vision 2032.*
- 4) *Include in individual actions plans in Vision 2032 information on habitat restoration and monitoring as appropriate.*
- 5) *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.*

Figure 4: EPA CCMP Revision Checklist Compliance Plan Summary

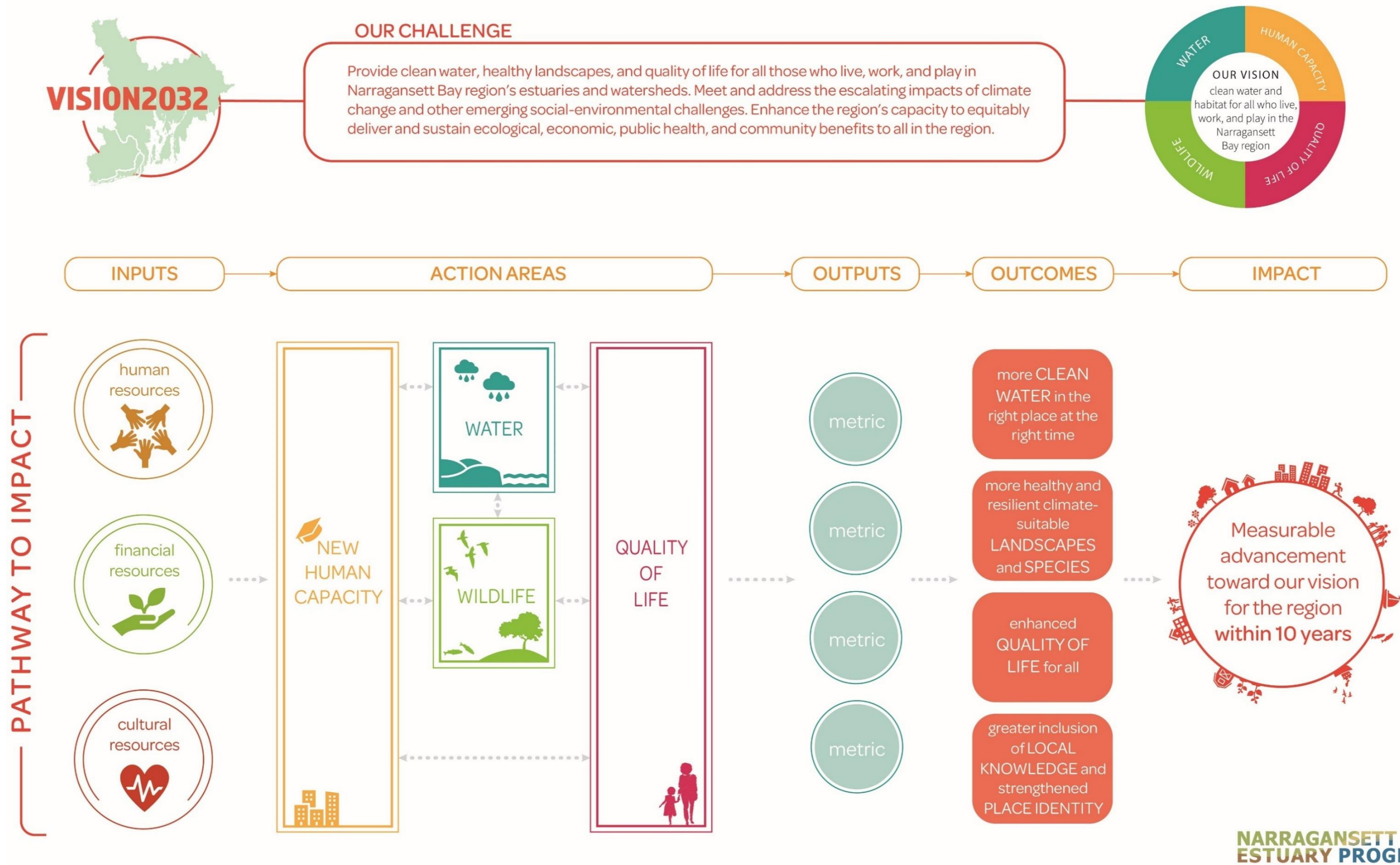
Checklist Item	NBEP Tasks to Satisfy Checklist Items
1. Identify changes between the 2012 CCMP Update and <i>Vision 2032</i> .	<ol style="list-style-type: none"> 1) For each final action plan included in <i>Vision 2032</i>, describe whether it originated in the 2012 CCMP Update and if so, how it may have been changed in the new plan. 2) As an Appendix to <i>Vision 2032</i>, include a final assessment 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 from the new plan and the reasoning for the action's status.
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"> 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>. Focus will be on the technical report. 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.	<ol style="list-style-type: none"> 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 <i>Vision 2032</i>.
4. Describe the Management Conference, any proposed changes, and how NBEP's governance structure supports <i>Vision 2032</i> implementation.	<ol style="list-style-type: none"> 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 can oversee and promote development and implementation of <i>Vision 2032</i>.

Figure 4: EPA CCMP Revision Checklist Compliance Plan Summary

Checklist Item	NBEP Tasks to Satisfy Checklist Items
<p>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.</p>	<p>8) Develop a suite of goals, objectives, and action plans consistent with Section B of this document.</p> <p>9) Include action plans that NBEP has committed to undertake in annual work plans.</p>
<p>Describe strategies for monitoring, achieving greater financial sustainability, habitat restoration and protection, and outreach.*</p> <p>*This item is a roll-up of items 1-4 on Page 3 and 4 of the EPA CCMP Revision guidelines.</p>	<p>10) Develop a suite of goals, objectives, and action plans over the next two-plus years that meet the specific intentions set forth in Section B of this document.</p> <p>11) Create stand-alone organizational finance and communication plans for NBEP in FY20 and FY21, respectively.</p> <p>12) Include a section in <i>Vision 2032</i> that address financing and outreach for Vision 2032.</p> <p>13) Include in individual action plans in Vision 2032 information on habitat restoration and monitoring as appropriate.</p> <p>14) 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 <i>Vision 2032</i>.</p>

D. Vision 2032 Logic Model Graphics

The two graphics are provided below depict the pathways from the challenge to action to impact that will operate in *Vision 2032*.

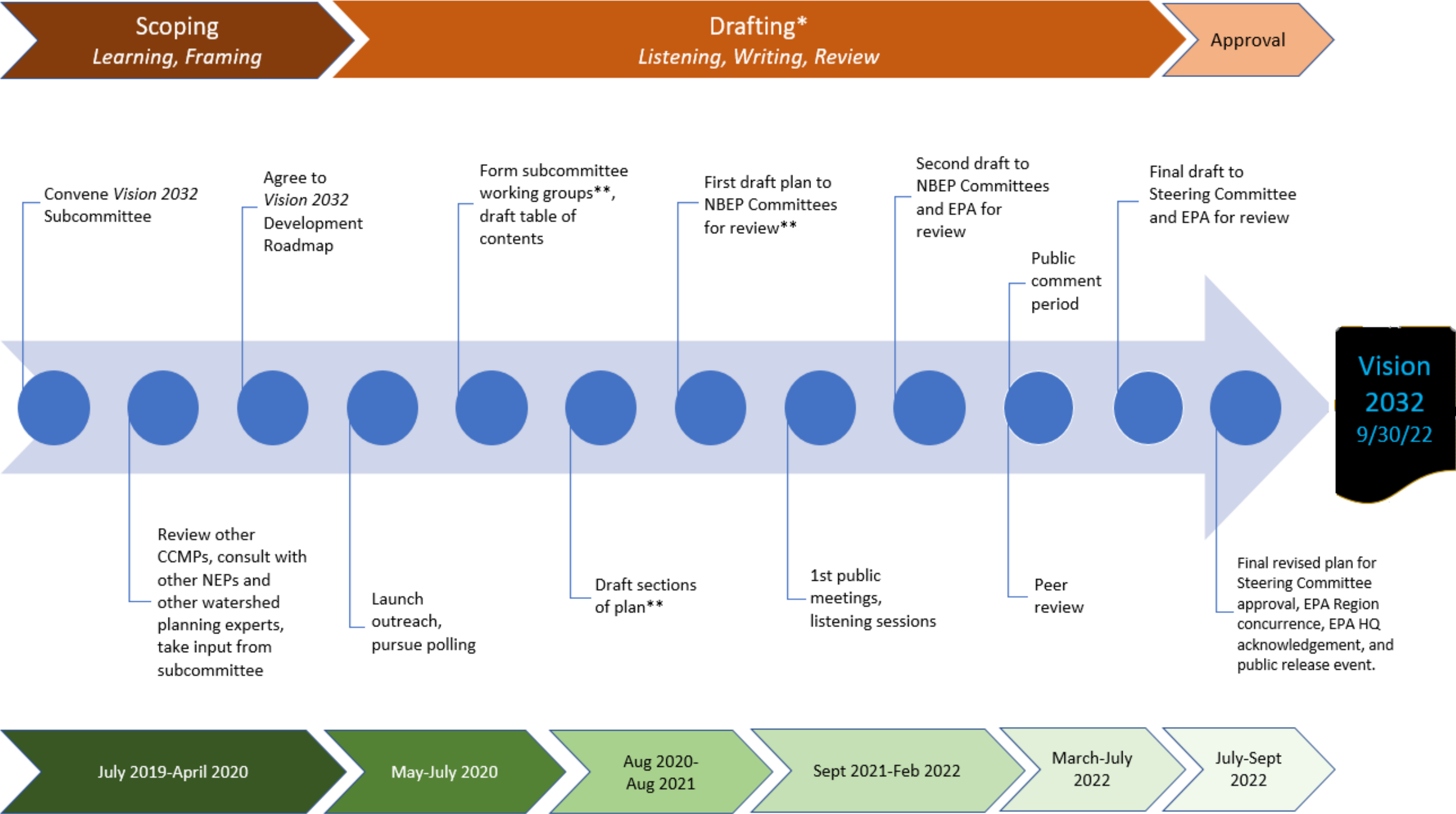


E. Engagement Framework

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, we want to ensure that outreach is purposeful and systematic. The table below offers a simple framework to inform engagement of 11 key audience categories. More specific outreach planning (who, what, when, and where) can be developed based upon this guide.

Major Audience Category	Purpose	Outreach Method	Outreach Tool/Material	Timeline Stage	Lead	Example Target Organizations
1. NBEP Committees	<ul style="list-style-type: none">• <i>Vision 2032 Subcommittee</i> to oversee development• <i>Steering Committee</i> to review and approve final plan• <i>SAC</i> to provide input on plan at strategic points• Subcommittee Working Groups to provide subject area-specific discussion and recommendations	<ul style="list-style-type: none">• NBEP <i>Vision 2032</i> or Steering Committee meetings	<ul style="list-style-type: none">• Draft plan sections• Section summaries• Standard PPT	<ul style="list-style-type: none">• Scoping• Drafting• Approval	NBEP	NBEP committee members.
2. Researchers	<ul style="list-style-type: none">• Offer insight into the contents of the plan (problem, solution, monitoring) and provide peer review	<ul style="list-style-type: none">• Specific working group meetings per Section 2G of this document• Listening sessions• Talks at conferences or to faculty• One-on-one meetings	<ul style="list-style-type: none">• Draft plan sections• Section summaries	<ul style="list-style-type: none">• Drafting• Review	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">• Offer insight into the contents of the plan (problem, solution, monitoring) and provide peer review• Initial focus on municipalities	<ul style="list-style-type: none">• Specific working group meetings• Listening sessions• Presentations at existing meetings• Direct email outreach• One-on-one meetings	<ul style="list-style-type: none">• Draft plan sections• Section summaries	<ul style="list-style-type: none">• Drafting• Review	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">• “Matchmake” priority actions between the plan and funders.	<ul style="list-style-type: none">• One-on-one meetings	<ul style="list-style-type: none">• Standard fact sheet or PPT	<ul style="list-style-type: none">• Drafting	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">• Understand that planning is taking place and that they have a voice on matters that impact them• Seek new ideas and input that relate to their specific interests.	<ul style="list-style-type: none">• NBEP <i>Vision 2032</i> or Steering Committee meetings• Listening sessions• Present at conferences/webinars.• Participate in regular meetings or events by groups• One-on-one meetings	<ul style="list-style-type: none">• Section summaries• Standard fact sheet or PPT	<ul style="list-style-type: none">• Drafting• Review	NBEP and partners	Land trusts; regional planning and conservation commissions; national, regional, and local conservation/watershed groups; and citizens groups.
6. Resource users	<ul style="list-style-type: none">• Understand that planning is taking place and that they have a voice on matters that impact them• Seek new ideas and input that relate to their specific interests.	<ul style="list-style-type: none">• Specific working group meets• Listening sessions• One-on-one meetings• Partner social media	<ul style="list-style-type: none">• Standard fact sheet or PPT• Flyers at ports, boat launches, gear stores, etc.	<ul style="list-style-type: none">• Drafting• Review	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">• Understand that planning is taking place and that they have a voice on matters that impact them• Seek new ideas that relate to their specific interests.	<ul style="list-style-type: none">• Specific working group meetings• Presentation at conferences• One-on-one meetings	<ul style="list-style-type: none">• Standard fact sheet or PPT	<ul style="list-style-type: none">• Drafting	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">• Understand that planning is taking place and that they have a voice on matters that impact them• Seek new ideas and input that relate to their specific interests.	<ul style="list-style-type: none">• Listening sessions• Presentations at existing meetings• One-on-one meetings	<ul style="list-style-type: none">• Standard fact sheet or PPT• Short and compelling factoids	<ul style="list-style-type: none">• Drafting	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">• Understand that planning is taking place• Seek ideas and input from new sources	<ul style="list-style-type: none">• Presentations to classes• Attendance at field events	<ul style="list-style-type: none">• Standard fact sheet or PPT• Short and compelling factoids	<ul style="list-style-type: none">• Drafting	NBEP and partners	Colleges; high/middle schools; and organizations that work with youth
10.Appointed/Elected officials	<ul style="list-style-type: none">• Understand that planning is taking place, that their staffs are engaged/they have a voice• Seek their support for the plan/implementation	<ul style="list-style-type: none">• One-on-one meetings	<ul style="list-style-type: none">• Standard fact sheet or PPT• Short and compelling factoids	<ul style="list-style-type: none">• Drafting• Approval	NBEP, partners, ambassadors	Governors; agency heads; city council members; and selectmen.
11.Interested public	<ul style="list-style-type: none">• Understand that planning is taking place and that they have a voice on issues they care about	<ul style="list-style-type: none">• Polling• Listening sessions• Presentations at existing meetings• Partner social media• Public meetings/open houses• Public comment period	<ul style="list-style-type: none">• Standard fact sheet or PPT• Short and compelling factoids	<ul style="list-style-type: none">• Drafting	NBEP, partners, ambassadors	Anyone interested in the study area that impacted by/connected to its water quality, wildlife, and quality of life

F. VISION 2032 Draft Plan Development Timeline



*Outreach will take place throughout the drafting phase of *Vision 2032* per the Engagement 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 committee review prior to submittal of the full first draft plan around August 2021.