

# Performance Partnership Agreement for Federal Fiscal Years 2022 – 2025

## Between the New Hampshire Department of Environmental Services

29 Hazen Drive, P.O. Box 95  
Concord, NH 03302-0095  
<http://www.des.nh.gov>

and the

## United States Environmental Protection Agency Region I - New England

5 Post Office Square, Suite 100  
Boston, MA 02109-3912  
<http://www.epa.gov/aboutepa/epa-region-1-new-england>

Prepared by:

The New Hampshire Department of Environmental Services  
and the  
U.S. Environmental Protection Agency, Region I - New England

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# TABLE OF CONTENTS

	<u>Page</u>
I. <a href="#"><u>EXECUTION OF THE AGREEMENT</u></a> .....	iii
II. <a href="#"><u>OVERVIEW</u></a> .....	1
A. <a href="#"><u>Guiding Principles</u></a> .....	1
B. <a href="#"><u>Roles/Contributions of Each Agency</u></a> .....	2
C. <a href="#"><u>Strategic Investment/Disinvestment</u></a> .....	2
III. <a href="#"><u>NHDES AND EPANE STRATEGIC PRIORITIES</u></a> .....	3
A. <a href="#"><u>NHDES’ Strategic Priorities</u></a> .....	3
B. <a href="#"><u>EPANE’s Strategic Priorities</u></a> .....	5
C. <a href="#"><u>Crosswalk Between USEPA’s and NHDES’ Strategic Plans</u></a> .....	7
D. <a href="#"><u>Environmental Justice in New Hampshire</u></a> .....	7
IV. <a href="#"><u>GRANTS MANAGEMENT</u></a> .....	11
A. <a href="#"><u>Budget Narrative</u></a> .....	11
B. <a href="#"><u>Federal Regulations and Key Policies</u></a> .....	12
C. <a href="#"><u>Range of Activities</u></a> .....	14
D. <a href="#"><u>Work Plan Development Process</u></a> .....	14
E. <a href="#"><u>Reporting and Measures for Evaluating Performance</u></a> .....	15
V. <a href="#"><u>AREAS FOR COLLABORATION</u></a> .....	15
A. <a href="#"><u>Areas for Collaboration Development Process</u></a> .....	15
B. <a href="#"><u>Description of the Areas for Collaboration</u></a> .....	18
1. <a href="#"><u>Joint Lean/E-Enterprise for the Environment Projects</u></a> .....	18
2. <a href="#"><u>Addressing Aging and Failing Drinking Water and Wastewater Infrastructure</u></a> .....	21
3. <a href="#"><u>Climate Change Resiliency</u></a> .....	22
4. <a href="#"><u>Emerging Contaminants: Per- and Polyfluoroalkyl Substances (PFAS)</u></a> .....	24
VI. <a href="#"><u>APPENDICES</u></a> .....	26
A. <a href="#"><u>Appendix A -NHDES’ Strategic Plan</u></a>	
B. <a href="#"><u>Appendix B - USEPA’s 2022 - 2026 Strategic Plan</u></a>	

# EXECUTION OF THE AGREEMENT

This Performance Partnership Agreement (Agreement or PPA) between the New Hampshire Department of Environmental Services (NHDES) and the U.S. Environmental Protection Agency (USEPA), Region I - New England (EPANE), covers the period October 1, 2021 to September 30, 2025. It is consistent with the principles embodied in the U.S. Environmental Protection Agency and the Environmental Council of the States joint agreement to develop an effective National Environmental Performance Partnership System (NEPPS).

By entering into this Agreement, NHDES and EPANE commit to:

- 1) improving communications using agreed upon outcomes and environmental measures;
- 2) aligning and integrating both agency's goals objectives, and targets;
- 3) investing resources on the identified Areas for Collaboration; and
- 4) ensuring that limited staff and financial resources are used judiciously to address the most significant environmental and programmatic issues in the state and region.

The undersigned execute this Agreement between the NHDES and the EPANE for federal fiscal years 2022 – 2025. The Agreement, including the Areas for Collaboration, will be reviewed annually (as will the associated EPANE Priorities & Commitments Lists and NHDES Comprehensive Work Plans), and modified as necessary to ensure that it remains relevant and up to date.



Robert R. Scott  
Commissioner  
NH Department of Environmental Services  
29 Hazen Drive, P.O. Box 95  
Concord, NH 03302-0095



David W. Cash  
Regional Administrator  
U.S. EPA Region I - New England  
5 Post Office Square, Suite 100  
Boston, MA 02109-3912

This, the 25<sup>th</sup> day of May 2022.

This, the 6<sup>th</sup> day of June 2022.

## II. OVERVIEW

### A. Guiding Principles

This FFY 2022 - 2025 Agreement was largely prepared during the COVID-19 pandemic. While the public health and environmental work in the areas identified in this draft continue to be priorities, the pandemic has raised new issues and challenges related to the public health and environmental impacts of the virus and concerns in our communities. Response to the pandemic will likely raise the need for ongoing adjustments to the workplan. Both agencies will continue to collaborate on issues raised by the pandemic and will consult on these issues if adjustments to the Priorities and Commitments List are needed over the course of this PPA's term.

The NHDES and EPANE agree to the following principles as they carry out their complementary missions to protect and restore New Hampshire's and New England's environment, as well as the health of its citizens. Both agencies will strive to:

- Continue to work as partners to build trust, openness, and cooperation;
- Manage their collective resources to meet the highest environmental and public health needs in the state and region;
- Increase the pace at which business processes are streamlined and modernized;
- Integrate *E-Enterprise for the Environment* and Lean principles into applicable new policies and regulations;
- Capitalize on each agency's strengths and expertise;
- Communicate frequently, clearly, and openly;
- Develop and implement new and more effective environmental management approaches; and
- Promote the adoption and integration of advanced information and monitoring technologies.

In addition, the NHDES and EPANE support the following concepts and approaches that are reflected throughout this Agreement:

- Joint/Co-governance;
- Service to the public;
- Cooperation and coordination with other federal, state, regional, and local government agencies, as well as other essential project partners;
- Clearly stated expectations;
- Innovative approaches and continuous improvement; and
- Activities that demonstrate measurable environmental improvements.

## **B. Roles/Contributions of Each Agency**

The NHDES and EPANE enter into this Agreement as full partners to implement the specific actions outlined within the limits of available resources. The Areas for Collaboration (presented in more detail in [Section V](#)) have been jointly agreed upon by NHDES and EPANE Senior Leadership and are open to review and amendment, as needed. Further, the NHDES and EPANE agree that this is intended to be a “living” document, and that the Senior Leadership Teams and other appropriate staff at the two agencies will maintain close communication throughout the four-year PPA period. They will do so through such mechanisms as Performance Partnership Grants (PPGs), Priorities & Commitments (P&C) Lists, detailed work plans from NHDES’ Measures Tracking and Reporting System (MTRS) database, annual reporting via the P&C List and the MTRS database, and Areas for Collaboration-related reporting. Both agencies agree to participate in a joint annual evaluation process and to openly discuss progress and the need for any modifications or enhancements.

The NHDES and EPANE will continue to work together to find ways to increase grant flexibility, reduce administrative oversight, spur innovation, streamline processes, and provide a better focus on environmental and public health outcomes. One of the key advantages of a Performance Partnership Grant (PPG) is the ability to look at the grant funds in total (and then direct them as appropriate to different programs and activities according to an assessment of state-specific and regional needs and priorities). Flexibility in grant usage remains especially important, when federal and state funding is simply not keeping pace with steadily increasing program costs.

Through the PPA and PPG frameworks, the NHDES and EPANE have experienced improved communication amongst and between NHDES leadership, program managers, and financial staff. Each year, NHDES strives to become more effective at managing its many environmental programs within a challenging PPG environment. This includes having a representative on the Environmental Council of the States (ECOS) Planning Committee State Grants Subgroup that makes recommendations to streamline federal grant awards, reduce redundant reporting requirements, and improve program efficiencies. NHDES and EPANE staff will continue to engage in productive and on-going discussions regarding state and federal priorities in order to maintain an effective framework for putting limited dollars to the most important priorities.

## **C. Strategic Investment/Disinvestment**

EPANE continues to shift away from a time when it unilaterally leads the conversation on issues and possible solutions and towards a more collaborative, partnership effort (*i.e.*, joint governance) where EPANE and the New England states pool their expertise, insights, and resources and work together with the states to protect the environment and public health in New England.

In past Agreements, EPANE Senior Leadership and the Commissioners of the New England state environmental agencies periodically entered into specific negotiations around high-priority and/or major shifts (*i.e.*, strategic investments and disinvestments) in commitments to provide flexibility to direct resources to their most critical environment and public health needs. To date, the strategic investment/disinvestment work has given state partners the flexibility to identify priority investments and disinvestments to support the most critical environmental and public health priorities— operationalizing NEPPS in a new way.

While the development of the FFY 2022 – 2025 PPA did not entail a separate strategic investment/disinvestment exercise, this general approach is well embedded in the process for identifying potential Areas for Collaboration ([see Section V](#)). It is also integral to the process of negotiating the two-year P&C Lists and the comprehensive work plans generated through the NHDES' Measures Tracking and Reporting System (MTRS) Database.

### **III. NHDES and EPANE - Strategic Priorities**

In this section, summarized versions of the NHDES and EPANE Strategic Priorities and Plans are provided. More detailed versions of the current NHDES and EPANE Strategic Plans are presented in the Appendices to identify the current environmental goals of both agencies.

#### **A. NHDES' Strategic Priorities**

While the *NHDES Strategic Plan* will likely be updated during the span of this Agreement, the current version remains in full force and continues to be based on NHDES' steadfast commitment to its mission of sustaining a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire. The full strategic plan is available in [Appendix A](#) and also on the NHDES website at: <https://www.des.nh.gov/sites/g/files/ehbemt341/files/documents/2020-01/strategic-plan.pdf>.

The Plan contains seven goals, thirty sub-goals, and several actions that could help achieve these goals. The first two goals relate to two overarching environmental challenges that we continue to face -- energy use/climate change and the sustainable use of the state's natural resources -- and provide additional lenses through which we must view all our existing work and programs. The other five goals relate to the steps we must undertake to better equip NHDES and the people of the state to meet the environmental and public health challenges of the 21<sup>st</sup> century.

The agency remains hard at work ensuring high levels of water quality for water supplies, ecological balance, and swimming, fishing, and boating. It also continues to protect the air, clean up contaminated sites, foster the proper management of municipal and industrial wastes, and manage water resources for future generations.

Challenges exist amidst a growing list of increasingly complex and costly public health and environmental issues such as the extensive, ongoing effort to address polyfluoroalkyl substances (PFAS) in drinking water (*e.g.*, Perfluorooctanoic Acid [PFOA] and Perfluorooctanesulfonate [PFOS]) for a number of affected communities, lowering the arsenic drinking water standard, as well as ongoing activities related to climate change, and the significant challenges that lie ahead for maintaining and upgrading our drinking water, wastewater treatment and dams infrastructure. Operationally, the agency is also faced with a number of significant rule updates and ongoing data management and system improvements, all of which are time-consuming undertakings.

## **NHDES Strategic Plan** (Note: Goals & Sub-Goals Only)

### **Goal 1: NHDES protects New Hampshire's natural resources and its high quality of life.**

- 1.1 NHDES will continue to support efficient land use that reduces energy consumption, encourages sustainability, and promotes the conservation of natural resources.
- 1.2 NHDES will maintain natural resource functions and support sustainability.
- 1.3 NHDES will support source reduction and the reuse and recycling of solid waste to optimize the efficient use of natural resources.

### **Goal 2: NHDES uses integrated approaches across its programs and operate in a cooperative manner with local, regional, state, and federal agencies.**

- 2.1 NHDES will conduct unified and coordinated education and outreach.
- 2.2 NHDES will provide coordinated pre-application assistance, licensing, permitting, and planning.
- 2.3 NHDES will conduct unified and coordinated inspections and enforcement.

### **Goal 3: NHDES strives to present information in an understandable and transparent manner.**

- 3.1 NHDES aims for well-defined environmental outcomes and indicators.
- 3.2 NHDES ties data collection, analyses, and reporting to current environmental goals and objectives.
- 3.3 NHDES endeavors to use clearly documented methods for environmental monitoring.
- 3.4 NHDES will share environmental information and trend analyses with local, state, and federal agencies, stakeholders, and the public.

### **Goal 4: NHDES aspires for strong environmental compliance in New Hampshire which is supported by education, partnerships, environmental stewardship, and enforcement.**

- 4.1 NHDES strives to increase environmental knowledge and awareness and instill a sense of environmental stewardship in the public-at-large.
- 4.2 NHDES embraces alternative compliance assurance mechanisms, models, and approaches.
- 4.3 NHDES works to increase the knowledge of regulatory requirements within the regulated community.
- 4.4 NHDES encourages environmental behavior that is above and beyond minimum compliance.

### **Goal 5: Recognizing the state, national, and international emphasis on climate change reduction efforts, NHDES will follow all federal and state laws and regulations that promote cleaner and more efficient energy use in New Hampshire.**

- 5.1 NHDES will monitor greenhouse gas emissions in New Hampshire and the New England Region and identify opportunities to cost effectively reduce emissions.
- 5.2 NHDES will provide mitigation and adaptation education and outreach.

## **Goal 6: NHDES will provide high-quality customer service.**

- 6.1 NHDES strives for prompt, knowledgeable, consistent, fair, and clear responses to inquiries from customers and places a high value on providing top-notch customer service.
- 6.2 NHDES will provide access to information of its programs and activities to the public.

## **Goal 7: For NHDES to be a desirable employer.**

- 7.1 NHDES encourages and supports the career development of its employees.
- 7.2 NHDES supports the health and well-being of its employees.
- 7.3 NHDES strives to be an environmental leader in its operations.

## **B. EPANE's Strategic Priorities**

EPA's *FY 2022-2026 Strategic Plan* communicates the Agency's priorities and provides the roadmap for achieving its mission to protect human health and the environment. In this Strategic Plan, the Agency renews its commitment to the three principles articulated by William Ruckelshaus, who served as the EPA's first Administrator (1970 – 1973, and then again from 1983 – 1985), to: follow the science, follow the law, and be transparent. The Agency also adds a fourth foundational principle: advance justice and equity. We add this principle to infuse the consistent and systematic fair, just, and impartial treatment of all individuals into all EPA policies, practices, and programs. These principles form the basis of the Agency's culture and will guide our operations and decision making now and into the future.

Building on work already begun under President Biden's Executive Orders (E.O.s) 13985: *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government* and 14008: *Tackling the Climate Crisis at Home and Abroad*, and in alignment with the Administration's whole-of-government approach, we are charting a course in this Strategic Plan where tackling climate change and advancing environmental justice and civil rights are integral to all we do in carrying out EPA's mission.

In accordance with these priorities, we have established new strategic goals on addressing climate change and environmental justice to signal the importance of these issues. Goal 1 focuses on cutting pollution that causes climate change and increasing the adaptive capacity of Tribes, states, territories, and communities, and Goal 2 focuses on achieving tangible progress for historically overburdened and underserved communities and ensuring the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in developing and implementing environmental laws, regulations, and policies. We will embed this focus into the work we do to carry out our five programmatic strategic goals for enforcement and compliance, air quality, water quality, land revitalization, and chemical safety.

Our four cross-agency strategies describe the essential ways EPA will carry out our mission. These strategies include reinforcing science as foundational to Agency decision making; protecting children's environmental health; building back EPA's workforce with particular attention to equity and enhancing mission-support functions to achieve organizational excellence; and renewing our commitment to EPA's trust responsibility to Tribal nations and our engagement with Tribal, state, and local government partners, stakeholders, the regulated community, and the public.



EPA's Strategic Plan includes a suite of long-term performance goals (LTPGs) that reflect the quantifiable outcomes we will achieve for each strategic objective and cross-agency strategy by 2026. LTPGs will help us understand, monitor, and tell the story of progress we are making to partners and external stakeholders, Agency employees, and the public.

The EPA Strategic Plan identifies seven strategic goals to guide EPA's work, along with supporting Objectives under each of the key goals:

**Goal 1: Tackle the Climate Crisis:** Cut pollution that causes climate change and increase the adaptive capacity of Tribes, states, territories, and communities;

- Objective 1.1 – Reduce Emissions that Cause Climate Change
- Objective 1.2 – Accelerate Resilience and Adaptation to Climate Change Impacts
- Objective 1.3 – Advance International and Subnational Climate Efforts

**Goal 2: Take Decisive Action to Advance Environmental Justice and Civil Rights:** Achieve tangible progress for historically overburdened and underserved communities and ensure the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in developing and implementing environmental laws, regulations, and policies;

- Objective 2.1 – Promote Environmental Justice and Civil Rights at the Federal, Tribal, State, and Local Levels
- Objective 2.2 – Embed Environmental Justice and Civil Rights into EPA's Programs, Policies, and Activities
- Objective 2.3 – Strengthen Civil Rights Enforcement in Communities with Environmental Justice Concerns

**Goal 3: Enforce Environmental Laws and Ensure Compliance:** Improve compliance with the nation's environmental laws and hold violators accountable;

- Objective 3.1 – Hold Environmental Violators and Responsible Parties Accountable
- Objective 3.2 – Detect Violations and Promote Compliance

**Goal 4: Ensure Clean and Healthy Air for All Communities:** Protect human health and the environment from the harmful effects of air pollution;

- Objective 4.1 – Improve Air Quality and Reduce Localized Pollution and Health Impacts
- Objective 4.2 – Reduce Exposure to Radiation and Improve Indoor Air

**Goal 5: Ensure Clean and Safe Water for All Communities:** Provide clean and safe water for all communities and protect our nation's waterbodies from degradation;

- Objective 5.1 – Ensure Safe Drinking Water and Reliable Water Infrastructure
- Objective 5.2 – Protect and Restore Waterbodies and Watersheds

**Goal 6: Safeguard and Revitalize Communities:** Restore land to safe and productive uses to improve communities and protect public health;

- Objective 6.1 – Clean Up and Restore Land for Productive Uses and Healthy Communities
- Objective 6.2 – Reduce Waste and Prevent Environmental Contamination
- Objective 6.3 – Prepare for and Respond to Environmental Emergencies

**Goal 7: Ensure Safety of Chemicals for People and the Environment:** Increase the safety of chemicals and pesticides and prevent pollution at the source;

- Objective 7.1 – Ensure Chemical and Pesticide Safety
- Objective 7.2 – Promote Pollution Prevention

In addition, EPA has identified three FY 2022-2023 Agency Priority Goals (APGs), which are intended to jumpstart actions and showcase progress toward Administrator Regan’s priorities:

- Phase down the production and consumption of hydrofluorocarbons;
- Clean up contaminated sites and invest in water infrastructure to enhance the livability and economic vitality of overburdened and underserved communities; and
- Housing and Urban Development (HUD) and EPA will reduce exposure to lead to protect families, particularly children, in overburdened and underserved communities.

### C. Crosswalk Between USEPA’s and NHDES’ Strategic Plans

USEPA Goals	NHDES Goals							
	<i>Guiding Principles</i>	<i>1 Natural Resource Protection</i>	<i>2 Cross-Program Integration</i>	<i>3 Env. Results &amp; Transparency</i>	<i>4 Compliance &amp; Stewardship</i>	<i>5 Climate Change Resiliency</i>	<i>6 Customer Service</i>	<i>7 Workplace of Choice</i>
1 - Tackle the Climate Crisis	X	X	X	X		X	X	
2 - Take Decisive Action to Advance EJ & Civil Rights	X		X	X		X	X	X
3 - Enforce Env. Laws & Ensure Compliance	X	X	X	X	X		X	
4 - Ensure Clean & Healthy Air for All Communities	X	X	X	X	X	X	X	
5 - Ensure Clean & Safe Water for All Communities	X	X	X	X	X		X	
6 - Safeguard & Revitalize Communities	X	X	X	X	X	X	X	
7 - Ensure Safety of Chemicals for People and the Environment	X	X	X	X	X		X	

### D. Environmental Justice in New Hampshire

Vulnerable communities, as defined by socioeconomic and demographic factors, often bear a disproportionate impact relative to implementation of programs, policies, and practices related to the environment. These populations are more likely to experience greater exposure to environmental hazards, including those internal and external to their home environment; less access to green space, clean air, clean water; and less access to engagement in policy decisions. NHDES recognizes that environmental health

disparities persist within the state, and that these disparities have a cumulative impact on the vulnerable communities in which we live and serve. Therefore, NHDES is committed to incorporating environmental justice principles in its practices and policies at the program level and to providing the education and resources needed to allow programs to do this.

The mission of the NHDES Title VI Nondiscrimination/Environmental Justice Team is to assist NHDES in ensuring compliance with Title VI nondiscrimination legal requirements and in incorporating the non-regulatory environmental justice principles of fair and equitable treatment that encourages meaningful involvement of impacted communities into agency programs, practices, and policies. Through its efforts, the team seeks to reduce disparities that result in vulnerable populations in NH bearing a disproportionate impact relative to the implementation of programs, policies, and practices related to the environment.

NHDES and EPANE jointly agree to the following actions to support successful environmental, public health, and efficiency outcomes for vulnerable communities in NH, including the following:

- Continued cross-agency coordination and collaboration through monthly convening of the NHDES Title VI Nondiscrimination/Environmental Justice Team;
- Continued participation in external meetings and workgroups aimed at promoting environmental health and justice, including but not limited to EPA-sponsored meetings (State, Regional, National, and Rural workgroups), professional organization-sponsored meetings (*e.g.*, NEWMOA EJ workgroup), and the NH Division of Public Health Services Environmental Health Integration Team (EHIT);
- Continued participation in educational opportunities and training offered by the EPA and other partners relative to Title VI and Environmental Justice and sharing of information and resources with NHDES program staff;
- Continued support of NHDES program staff to promote incorporation and integration of Environmental Justice principles into practice; and
- Explore development of a place-based pilot in one or more vulnerable community in New Hampshire to assess opportunities to improve the quality of the environment and public health and begin reducing disparities in that area.

With the goals of continued learning and incorporation of Environmental Justice principles into practice throughout NHDES programs, we plan to continue this work into the future with no specific deadlines. Specific activities and commitments with clear deadlines will be included in the P&C list as appropriate. Success will be documented in an Environmental Justice work plan, included in annual progress reports and appropriate tracking systems, and through continued participation in meetings noted above.

As part of the EJ efforts underway, the EJ team has begun to document examples of EJ principles in practice at NHDES. An excerpt of the inventory spreadsheet is shown below. Updates on the projects below and others added to it will be provided as part of annual progress reports. While some of these practices were already occurring, some are a reflection of program updates resulting from technical assistance provided by the NHDES EJ team.

Program, project, or practice name	Environmental issue(s) being addressed	Target population/ EJ Population	Brief description
<p>WIC* Filter Pitcher Project</p> <p>*Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)</p>	<p>Safe drinking water (specifically drinking water from private residential wells), naturally occurring arsenic</p>	<p>Pregnant NH residents served by WIC clinics (WIC has income criteria and serves those with low income)</p>	<p>This project was established through a partnership between NHDES and NH DHHS to reduce arsenic exposure among pregnant women and their children. Research has indicated that even short-term exposure to low levels of arsenic during pregnancy can have negative health impacts for infants (including low birthweight and increased infections requiring medical attention during the first year of life). This project aims to reduce exposure by promoting and providing water testing among pregnant WIC participants and by providing treatment (filter pitcher and replacement cartridges) to those whose water results show arsenic at or above the MCL of 5 ppb.</p>
<p>Low-income Residential Drought Assistance Program</p>	<p>Drought, safe drinking water</p>	<p>NH residents with low income</p>	<p>The program provides relief to qualifying homeowners who are experiencing drought related impacts to drinking water. Drought conditions can result in loss of a safe and reliable source of drinking water for people who rely on private residential wells. NH residents who qualify based on income criteria can receive temporary relief through provision of bottled drinking water and also financial assistance to improve or replace the homeowner's well or to connect them to an available community water supply. TA provided by the EJ team resulted in a change to eligibility criteria to ensure equitable distribution of funds, with a focus on lower income communities.</p>
<p>APPLETREE Program</p>	<p>Reduction of environmental exposures, environmental health</p>	<p>NH residents</p>	<p>APPLETREE stands for the Agency for Toxic Substances and Disease Registry's Partnership to Promote Local Efforts to Reduce Environmental Exposures; the formal partnership enabling us to be successful at our work is established between ATSDR, NHDES, and the Department of Health and Human Services, Division of Public Health Services (NH DPHS). The program team includes staff from both partnering NH agencies; we have expertise in health risk assessment, toxicology, health education, community engagement, and project management. APPLETREE's primary goal is to help reduce NH residents' exposure to hazardous chemicals, with a focus on National Priority List sites and other state and community identified sites. We accomplish this by identifying and assessing potential exposures, summarizing findings, developing health-based recommendations, and engaging community members to promote action to reduce exposure.</p>
<p>Lead in Drinking Water at NH Schools and Childcare Facilities</p>	<p>Safe drinking water (specifically drinking water serving NH schools and daycares) related to lead</p>	<p>School-aged children; as of the 2020-2021 school year, nearly 32,000 NH students in grades 1 through 12 (21%) are eligible for free and reduced lunch (FRL), a measure of socioeconomic vulnerability.</p>	<p>Funding from the NH Drinking Water and Groundwater Trust Fund are allocated for 50% of the cost of remediation of drinking water locations where lead concentrations are 5 ppb or greater. WIIN funding will be used to promote public understanding of the health risks associated with childhood exposure to lead in drinking water and to promote compliance with Senate Bill 247 (Prevention of Childhood Lead Poisoning). Funding will also be used to help pay for analytical costs.</p>

Assistance for Disadvantaged Communities	Safe drinking water and improved sewer infrastructure	New Hampshire resident-owned communities/ manufactured-home cooperatives (COOPs).	The NHDES Drinking Water and Groundwater Bureau (DWGB) and Wastewater Engineering Bureau (WWEB) have budgeted a portion of the ARPA funds to be used to make necessary, comprehensive investments in drinking water and sewer infrastructure for New Hampshire resident-owned communities/manufactured-home cooperatives (COOPs). New Hampshire COOPs are corporations whose members – the homeowners – own and operate their common infrastructure as a nonprofit. In New Hampshire, there are 136 resident-owned communities containing nearly 8,300 affordable homes. Often, these communities suffer from failing infrastructure from deferred maintenance by the previous private owner. Generally, the relatively small number of users on these systems and the expense of needed improvements leaves few resources to address those problems.
Brownfields Program	Safe environments, groundwater contamination	NH residents, often low-income communities	The program addresses abandoned or under-utilized properties. While the program does not require that the sites in our program are in a low-income area, due to the nature of the properties, they are often in smaller communities with less resources. Larger communities with more resources are often able to use their own resources to evaluate or clean-up sites.
NH Coastal Resilience Grants	climate change, coastal communities	Coastal communities preparedness for climate change-related hazards and emergencies	Each year, coastal communities in New Hampshire experience damages to property, infrastructure, natural and cultural resources, and associated economic and social disruptions from coastal storms, flooding, and erosion. According to the 2019-2020 New Hampshire Coastal Flood Risk Summary, coastal flood hazards are projected to intensify and expand with the effects of climate change. To help communities prepare for current and future coastal hazards, the New Hampshire Coastal Program administers the Coastal Resilience Grant Program, which provides competitive funding for coastal community and habitat resilience projects. Coastal resilience is the capacity of a coastal community or coastal system to thrive in a changing climate – not only measured by the capacity to “bounce back” quickly from shocks and stresses like storms, but also, and perhaps more importantly, measured by the capacity to “leap forward” to create new ways of working that enable sustained achievement of community goals and social, economic, and environmental well-being over the long-term. Consideration of EDJI in grant funding. Discussions with frontline communities (5 groups to date).
State Clean Diesel (DERA) grant program	Air quality	NH residents	The Clean Diesel Grant Program is funded by EPA through the Diesel Emissions Reduction Act. The program, managed by the NHDES Air Resources/Technical Services Bureau, aims to reduce the emissions from older diesel engines in the state. Projects eligible for funding include idle reduction technologies, engine replacement, vehicle and equipment replacement, exhaust controls and aerodynamic technologies. Grant funding is available with a required match by the grantee and the match requirement depends on the project- program is considering modifications to the funding process or support that can be provided to encourage under-

			resourced communities or communities that have not applied for funding in the past to apply.
SafeTank	Safe environments	HUD low income for NH residents	Provides funding to low-income homeowners with assistance for replacement of their residential heating oil tanks.
NH Drinking Water and Groundwater Trust Fund (DWGTF) - Construction Assistance Program	Drinking water	NH water systems	NH Drinking Water and Groundwater Trust Fund (DWGTF) - Construction Assistance Program provides low-interest loans and grants to NH water systems to preserve, protect, and enhance the drinking water infrastructure of the State. Funding decisions are made by the NH Drinking Water and Groundwater Advisory Commission (legislative committee). Award of grants is based on several considerations including affordability.

## IV. Grants Management

### A. Budget Narrative

This Performance Partnership Agreement (PPA) covers federal fiscal years 2022 – 2025 (October 1, 2021 to September 30, 2025). The PPA, together with work plans (as represented by the associated P&C Lists and the related comprehensive NHDES work plans), sets forth the goals, sub-goals, objectives, programs, activities, deliverables, and measures of progress to address the full range of cooperative federal-state environmental programs under the Department’s jurisdiction. The Performance Partnership Grant (PPG) is a key vehicle for implementing the Agreement, in combination with other federal, state, and fee-based funding sources. The PPG currently combines the following federally-funded programs:

- Air Pollution Control - Clean Air Act, Section 105
- Hazardous Waste Program - Resource Conservation and Recovery Act, Section 3011
- Underground Storage Tank Program - Solid Waste Disposal Act, Section 9010
- Public Water Supply Supervision - Safe Drinking Water Act, Section 1443(a)
- Underground Injection Control Program - Safe Drinking Water Act, Section 1443(b)
- Water Pollution Control - Clean Water Act, Section 106
- Nonpoint Source Management - Clean Water Act, Section 319
- Beaches Environmental Assessment and Coastal Health Act, Section 406
- Multipurpose grants to states and tribes, Consolidated Appropriations Act, 2016 (Public Law 114-113)

The Agreement and the associated work plans also include additional non-PPG funded work that is necessary to accomplish the environmental and public health goals set forth in the Department’s and EPANE’s Strategic Plans. NHDES and EPANE will continue to explore opportunities for grant efficiencies, and measurement of environmental results.

Consistent with EPA Grants Policy Issuance *GPI 12-06, Timely Obligation, Award, and Expenditure of USEPA Grant Funds*, for multi-year awards, NHDES should apply for the total amount of funds expected for the period covered by the award and include any required match in the application. The work plan should also cover the same time period. USEPA will fund the application incrementally as funds become available.

To be allowable under federal awards, costs must meet the following general criteria, found in 2 CFR Part 200 (Subpart E), *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Award*:

- Be necessary and reasonable for proper and efficient performance and administration of federal awards;
- Be allocable to federal awards under the provisions of this Circular;
- Be authorized or not prohibited under State or local laws or regulations;
- Conform to any limitations or exclusions set forth in these principles, federal laws, terms and conditions of the federal award, or other governing regulations as to types or amounts of cost items;
- Be consistent with policies, regulations, and procedures that apply uniformly to both federal awards and other activities of the governmental unit;
- Be accorded consistent treatment. A cost may not be assigned to a federal award as a direct cost if any other cost incurred for the same purpose in like circumstances has been allocated to the federal award as an indirect cost;
- Except as otherwise provided for in this Circular, be determined in accordance with generally accepted accounting principles;
- Not be included as a cost or used to meet cost sharing or matching requirements of any other federal award in either the current or a prior period, except as specifically provided by federal law or regulation See also § 200.306 Cost sharing or matching paragraph (b);
- Be the net of all applicable credits; and
- Be adequately documented. See also 2 CFR §§ 200.300, *Statutory and National Policy Requirements* through §200.309, *Period of Performance of this Part*.

## **B. Federal Regulations and Key Policies**

All categorical environmental state grants, including PPGs, are governed by 40 CFR Part 35, State and Local Assistance, Subpart A, Environmental Program Grants (commonly referred to as Part 35); and all grants and agreements are also subject to 2 CFR Part 200 and 2 CFR Part 1500, Subpart E, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. PPGs and PPAs do not supersede any laws, regulations, or delegation agreements.

Some environmental program grants are awarded through a competitive process. An applicant and the Regional Administrator may agree to add funds available for a competitive grant to a PPG. If this is done, the work plan commitments that would have been included in the competitive grant must be included in the PPG work plan. After the funds have been added to the PPG, the recipient does not need to account for these funds in accordance with the funds' original environmental program source, but remains accountable for delivering on work plan commitments.

Programmatic requirements. In order to include funds from an environmental program grant listed in §35.101 of this subpart in a PPG, applicants must meet the requirements for award of each of the environmental programs from which funds are combined in the agency's PPG, except the requirements at

§35.268(b) and (c), 35.272, and 35.298 (c), (d), (e), and (g). These requirements can be found in the CFR beginning at §35.140.

PPG work plans are subject to the same requirements as any other grant work plan. The requirements can be found at 40 CFR 35.107. An approvable work plan must specify the following:

- The work plan components to be funded under the grant;
- The estimated work years and the estimated funding amounts for each work plan component;
- The work plan commitments for each work plan component and a time frame for their accomplishment;
- A performance evaluation process and reporting schedule in accordance with 40 CFR 35.115; and
- The roles and responsibilities of the recipient and USEPA in carrying out the work plan commitments.

The work plan must also be consistent with applicable federal statutes, regulations, circulars, Executive Orders, and USEPA delegations, approvals, or authorizations. The PPA or portion thereof that serves as a grant work plan must meet the same work plan requirements as for any state program grant. The portion(s) of a PPA that serve as a work plan must be clearly identified and distinguished from the rest of the PPA. The regulation at 40 CFR 35.107(c) states:

“An applicant may use a Performance Partnership Agreement or a portion of a Performance Partnership Agreement as the work plan for an environmental program grant if the portions of the Performance Partnership Agreement that serve as all or part of the grant work plan: (1) Are clearly identified and distinguished from other portions of the Performance Partnership Agreement; and (2) Meet the requirements in §35.107(b). A PPG work plan should be the product of joint planning, priority setting and mutual agreement between the state and USEPA. The PPG grant work plan is the result of negotiations between USEPA and state program managers and staff. Successful PPG work plan negotiations rely on a predictable process that fosters prompt resolution of issues, including elevation of issues to senior management levels if necessary. In successful work plan negotiations, USEPA and the state will reach a mutual understanding and agreement about what will be accomplished under the agreement.”

#### **Opportunities for Grant Process Streamlining (GPI 12-06, Timely Obligation, Award, and Expenditure of USEPA Grant Funds):**

- ***Estimating Budgets:*** Consistent with applicable National Program Managers (NPM) Guidance, USEPA should request States to develop and/or submit their work plans and applications based on the previous year’s award amount or the amount derived from the President’s budget, whichever is higher. If amounts based on the President’s budget are not known, negotiations should be based on the previous year’s award amount.
- ***Focus Negotiations on New Priorities:*** Assuming that the level of funding is not significantly different from the previous year’s grant amount, the primary focus of work plan negotiations should be on new priorities consistent with applicable NPM guidance. Less emphasis should be placed on negotiating recurring activities/commitments where there is a satisfactory record of grant performance.
- ***Multi-Year Grant Awards:*** For multi-year grant awards, applicants should apply for the total amount of funds expected for the period covered by the award and include any required match in the



application. The work plan should also cover the same time period. USEPA will fund the application incrementally as funds become available.

- **Pen and Ink Changes:** If the final amount of funding is lower than the amount applied for, Regions will work with States to identify necessary changes. The State will not need to submit a revised work plan or new application. Regions will document and date through pen and ink changes/email correspondence, agreed-upon revisions to the work plan, budget narrative, and application forms.

### **Environmental Results (USEPA Order 5700.7, Environmental Results Under USEPA Assistance Grants)**

[USEPA Order 5700.7](#) directs program offices to ensure that the work plan contains well-defined outputs and outcomes. For state assistance agreements under 40 CFR 35, Subpart A, program offices may satisfy this requirement by ensuring compliance with 40 CFR 35.107 as stated above. Prior to approving an assistance agreement work plan, program offices must ensure that they can link the work plan to USEPA's Strategic Plan architecture.

The term "output" in USEPA Order 5700.7 means an environmental activity, effort, and/or associated work product related to an environmental goal or objective that will be produced or provided over a period of time or by a specified date. Outputs may be quantitative or qualitative but must be measurable during an assistance agreement funding period.

The term "outcome" means the result, effect or consequence that will occur from carrying out an environmental program or activity that is related to an environmental or programmatic goal or objective. Outcomes may be environmental, behavioral, health-related, or programmatic in nature, must be quantitative and may not necessarily be achievable with an assistance agreement funding period. Note: These terms and their uses are similarly defined in 40 CFR 35.102.

## **C. Range of Activities**

NHDES will use the PPG, subject to the requirements below, to fund any activity that is eligible for funding under at least one of the environmental programs from which funds are combined into the grant.

NHDES will use the PPG to fund multi-media activities that are eligible and have been agreed to by the Commissioner and the Regional Administrator. The range of activities vary as needed by program, but may include staff time for program design and implementation to achieve measurable environmental and public health results. Examples of activities include multi-media permitting and enforcement; pollution prevention, sampling, analysis, ecosystem management, community-based environmental protection, and/or other innovative approaches and activities.

## **D. Work Plan Development Process**

The detailed work plan (which in NH is formed through the combination of the P&C List, a comprehensive work plan generated from the NHDES Measures Tracking and Reporting System [MTRS], and other separate grant work plans, a significant portion of which is funded with USEPA dollars through the PPG and other funding sources), is the result of a robust negotiations process between NHDES and EPANE Senior Leadership

and Program Managers. These work plan-level negotiations are first kicked-off by EPANE via the P&C List process, which is negotiated in partnership with NHDES. NHDES and EPANE Managers and staff jointly review and modify the P&C List until the document is finalized with a sign-off by the EPANE Regional Administrator. In NH, all agreed upon USEPA-funded work plan items (especially those negotiated via the P&C List), as well as many other non-USEPA funded activities throughout NHDES, are “driven” into the department’s Comprehensive Work Plan, which is developed via the MTRS database.

Starting in FFY 2016, USEPA released a two-year NPM Guidance planning process and encouraged the Regions and the States to move towards multi-year work plans. In FFY 2016 and FFY 2017, EPANE and the Region I States agreed to pilot an on-line (via a Microsoft SharePoint site), two-year P&C List process for documenting negotiated PPG commitments. Under this approach, which continues to this day, there is an expectation that the negotiated work plan commitments will cover a two-year period absent changed circumstances, as defined below. The benefits of this approach include minimizing/eliminating the need for extensive work plan negotiations at the mid-point of a two-year cycle, with recurring commitments from year one typically carrying over into year two. This approach should also better align the priorities communicated through the NPM and individual programmatic grant guidances with the commitments and flexibilities negotiated in grant work plans.

Adjustments to year-two commitments will be necessary if there are changed circumstances such as changes in Administrator/NPM priorities, revisions required by USEPA’s Annual Commitment process, a substantial reduction or increase in USEPA funding, and similar issues experienced at the state levels.

## **E. Reporting & Measures for Evaluating Performance**

For this Agreement, the Department will continue to produce regular (at least annual) status reports for the elements outlined in the P&C Lists, and status reports for identified Areas for Collaboration. NHDES and EPANE agree to meet as needed to discuss progress and address any areas of concern. NHDES staff will continue to produce progress reports through the MTRS database, and will make these available to EPANE. NHDES will also utilize its web-based Environmental Dashboard to record environmental changes - See <http://www4.des.state.nh.us/NHEnvironmentalDashboard/>.

NHDES annual assessments (also known as “End-of-Year” Progress Reports) will strive to summarize results, track progress on identified P&C List Commitments, and Areas for Collaboration, identify areas where progress met or exceeded expectations, as well as areas where there may have been difficulty in achieving projected outcomes.

NHDES and EPANE agree to develop (and to continuously improve) a process for jointly evaluating and reporting progress and accomplishments that comply with 40 CFR Part 31.115.

## **V. Areas for Collaboration**

### **A. Areas for Collaboration Development Process**

Both NHDES and EPANE have broad and challenging missions to help ensure a high quality of life for all in

New Hampshire and the New England Region. The programs, laws, rules, and regulations set up to protect the environment and public health, and the grants, loans, and technical assistance provided to the many environmental partners and stakeholders, are all necessary to meet the agencies' complementary missions.

Despite many environmental and public health success stories over the last 50-plus years, much work still remains. This essential core agency work (which is captured in detail within the EPANE P&C List and the NHDES Comprehensive Work Plan) is typically in the form of:

- Environmental monitoring and sampling;
- Permitting and mitigating environmental impacts;
- Training, licensing, and monitoring third-party professionals;
- Facility and site inspections/investigations;
- Emergency response for floods and hazardous material spills;
- Grants and loans;
- Education, outreach, technical, permitting and compliance assistance to many constituents;
- Technical and policy research;
- Legislation and rulemaking;
- Administrative and regulatory process improvements;
- Special projects and initiatives; and when necessary
- Enforcement actions.

As has been common practice, at the beginning of each new PPA planning cycle, the NHDES and EPANE Senior Leadership Teams compare notes about the funding, programmatic, and environmental challenges that lie ahead, as well as discuss possible Areas for Collaboration (AFCs) to include in the upcoming Agreement. Potential AFCs are identified directly by senior leadership and are also provided to them by staff for their consideration. The concept of including a small number of AFCs in each multi-year PPA was introduced several PPA planning cycles ago, and this positive practice has continued.

The criteria used to select a short-list of specific AFCs for inclusion in a PPA has been refined over time. Areas for Collaboration that meet most or all of the criteria listed below have the best chance of being successfully addressed by both agencies. The following is a list of some of the considerations the "ideal" AFC should address to ensure its success:

- A pressing (and/or uniquely complex) environmental challenge. For instance,
  - A toxic material;
  - A sector of concern;
  - A sensitive geographic area; or
  - A regional issue such as stormwater, exotic aquatic or terrestrial invasive species, etc...
- A programmatic/process area in need of improvement. For example,
  - Lean/continuous improvement for a permitting or enforcement process;
  - An alternative compliance strategy;
  - Work-sharing opportunity; or
  - An *E-Enterprise for the Environment*/Information Technology focus.

- An issue/problem that requires focused attention, engagement, and leadership from both agencies.
- An issue/problem where there is mutual interest!
- Resolution of the issue/problem leverages the time/resources/talents of others.
- All parties to bring their unique resources/capabilities to the table (*i.e.*, collective impact).
- The issue/problem selected should be something where there is a good opportunity and a good chance of success. That is, avoiding areas/issues that are just not “fixable.”
- An issue that is well-defined, appropriately bounded, and where measures of success have been identified.
- Whatever issue/problem that is selected should be “adaptive management-friendly.”
- The selected issue/problem should be multi-year and multi-media.
- The selected issue/problem should lend itself to tangible work tasks that are “driven” into the EPANE/NHDES Priorities & Commitments List (and also NHDES’ Measures Tracking & Reporting System Database), thus building accountability by documenting the commitments in writing.
- Whatever issues/problems get selected, the Senior Leadership Teams of both agencies need to stay in close contact with one another through regular communication and progress updates.

Section B. below includes write-ups for the FFY 2022 – 2025 AFCs, as selected by the NHDES and EPANE Senior Leadership Teams. In summary, they are:

1. Joint Lean/E-Enterprise for the Environment Projects;
2. Addressing Aging Drinking Water and Wastewater Infrastructure
3. Climate Change Resiliency; and
4. Emerging Contaminants: Per- and Polyfluoroalkyl Substances (PFAS).

The AFC write-ups provided below include:

- A brief description of the issue/challenge;
- The relevant NHDES and EPANE management and technical staff contacts;
- A description of what a successful environmental, public health, or efficiency outcome looks like;
- Proposed major milestones and/or action steps (with estimated deadlines, where available); and
- Anticipated resource needs or constraints, as well as any known barriers or major disinvestments required.

To maintain a high level of attention on the new AFCs, and to gain the greatest benefits of a cooperative, problem-solving approach, close communication between both agencies is necessary throughout the Agreement period. Appropriate staff from the two organizations will provide coordinated, narrative updates to senior leadership at least annually to ensure that desired progress is being made on the selected AFCs. At the end of each year, the Areas for Collaboration will be reviewed and amended, as necessary.

It should be emphasized that exclusion of a particular issue or program area from the “Areas for Collaboration” section does not indicate a low priority or that significant work is not being accomplished in that area. All core NHDES and EPANE services are ongoing and remain essential to protecting the environment and public health in New Hampshire and in New England.

The separate, but closely-related Priorities and Commitments Lists and NHDES Comprehensive Work Plans that will be developed under the authority of the over-arching PPA during FFY 2022 – 2025 will document in writing the specific work tasks associated with each of the Areas for Collaboration, as well as many other critical, ongoing work tasks across a wide range of program areas and issues.

## **B. Description of Areas for Collaboration**

### **1. Joint Lean/Continuous Improvement/*E-Enterprise for the Environment* Projects**

#### **Description of Issue/Challenge:**

Today's environmental challenges continue to increase in complexity. EPANE's and NHDES' ability to respond creatively, flexibly, and effectively continue to demand new, cooperative approaches to problem-solving, and the use of new tools, techniques, and technologies. Both agencies will support these efforts by using Lean (and similar) continuous process improvement tools and the *E-Enterprise for the Environment (E-Enterprise)* framework, as has been agreed upon by USEPA, the Environmental Council of the States (ECOS), and NHDES. Lean government enables state and federal environmental agencies to work more effectively and efficiently by reducing or eliminating waste within government processes. Many agencies, including NHDES and EPANE, are using Lean improvement methods to improve the quality, cost effectiveness, service delivery, transparency, and the speed of their processes, all without compromising the protection of public health and the environment.

*E-Enterprise*, a high-profile, national collaborative between state environmental agencies, tribes, and USEPA, is focused on modernizing the business of environmental protection. By streamlining business processes and leveraging technology under joint governance, the *E-Enterprise* Leadership Council hopes to enable improved environmental results, better service to the regulated community and the public, and increased productivity. There are many savings and benefits to this approach that can be gained by:

- Streamlining regulatory processes which enable smarter automation;
- Developing federal enterprise systems as alternatives to maintaining the full suite of existing custom applications; and
- Facilitating the sharing of other state or tribal information systems.

Prior to the beginning of each federal fiscal year, NHDES and EPANE will identify one or more issues/processes in each of the program areas that would benefit from jointly-governed continuous process improvement efforts. NHDES and EPANE staff will jointly select the most promising ones to work on, get confirmation from the Senior Leadership Teams of both agencies, and will engage in joint Lean exercises or other similar efforts to identify opportunities to improve environmental and public health outcomes by finding efficiencies within existing processes.

Over the past several years, NHDES and EPANE have conducted several successful joint Lean projects, including the improvement of the Performance Partnership Agreement and Priorities & Commitments List (*i.e.*, the work plan) development processes, as well as streamlining the State Implementation Plan review and approval process. The success of these projects bodes well for our future work together.

During the FFY 2022 – 2025 timeframe, one joint Lean project NHDES and EPANE have agreed to conduct is a Lean/Continuous Improvement event focused on the annual progress reporting for the Performance Partnership Grant (PPG). In today's current environment of more limited resources and increased accountability, we believe that Lean principles will help to develop a more efficient, defined process for the review and finalization of NH's annual PPA progress report and the adherence to a reasonable timetable. In addition, this Lean exercise will encourage increased communication and collaboration between EPANE and its partners to ensure that the annual progress report and joint-evaluation process meets everyone's needs across New England.

As part of their oversight authority, EPANE must ensure that the federal funding provided in NH's multi-million dollar PPG is used to accomplish the agreed-upon work plan deliverables, as stated in the P&C List of their multi-year PPA. The annual PPA progress report is the main mechanism used to track and document the progress being made on these deliverables. Since there is robust utilization of PPGs in Region 1, and states include several different programs within their PPGs, the volume and complexity of deliverables is significant. Therefore, it has often taken longer for the states to produce the required annual reports and it has taken EPA Programmatic staff longer to review each state's annual report in a timely manner. The tracking of deliverables that "carry over" to the next year has also proved problematic.

#### **NHDES/EPANE Technical and Senior Leadership Contacts:**

*NHDES Technical Contacts:* Linda Magoon/NHDES Lean-Continuous Improvement Team/Vincent Perelli/Others (program/process dependent)

*EPANE Technical Contacts:* Linda Darveau/Sandra Brownell/Jennifer Brady

*NHDES Senior Leadership Contacts:* Mark Sanborn/ Mike Wimsatt/Craig Wright/Rene Pelletier (Program-/Process-dependent)

*EPANE Senior Leadership Contacts:* Deborah Szaro/Lynne Hamjian/Kenneth Moraff

#### **Describe What a Successful Environmental, Public Health, or Efficiency Outcome Looks Like:**

When NHDES and EPANE undertake a future joint Lean / E-Enterprise project, potential measures of success include:

- A shared understanding of the process;
- Reduced number of process steps;
- Reduced process complexity;
- Soft and hard time and/or dollar savings;
- Reduced staff and customer frustration;
- Improved morale; and
- Improved environmental and public health outcomes.

### **Proposed Major Milestones/Action Steps (w/ estimated deadlines):**

In undertaking a future joint Lean / E-Enterprise project, the following milestones are possible:

- As part of the P&C List/Work Plan negotiations process, NHDES and EPANE staff (in collaboration with the other New England state environmental agencies) will select one or more Lean /E-Enterprise projects to undertake. This is repeated throughout the effective PPA period;
- Joint Lean meetings take place. For example, during FFY '22-'25, one agreed upon joint Lean project will be focused on the annual progress reporting process associated with the PPG;
- Current and future state mapping is conducted & an implementation plan is drafted.
- Work is carried out based upon the implementation plan;
- Regular check-in meetings are held; and
- Results/process changes are documented and presented to senior managers and other affected parties.

In addition to the “generic” actions/milestones indicated above, the following more specific actions/milestone will take place as specified in the final FFY '22-'23 Priorities & Commitments (P&C) List:

- NHDES will continue to actively participate on the FFY '22-'23 P&C Negotiation EPA Lean Management System (ELMS) Team;
- NHDES is committed to implementing a Lean Management System (LMS) of its own with guidance, tools, and assistance from EPA Region I and HQ, as needed. This will involve an assessment of agency readiness, development of an LMS work plan/roadmap, the identification of LMS Champions, education and outreach activities, and ultimately, process owner commitments;
- By the end of FFY '23, NHDES will have commitments in place for five processes that are actively participating in the NHDES Lean Management System;
- NHDES will participate in the virtual ELMS Summit and other ELMS training, as provided; and
- NHDES will continue to participate in NH state-wide and New England Lean meetings/events.

### **Anticipated Resources Needed/Constraints & Barriers/Major Disinvestments:**

- Staff time and funding constraints;
- Difficulty in finding viable disinvestment targets (*i.e.*, flexibility) to allow Lean/E-Enterprise events to take place; and
- Various state and federal laws, rules, or policies may impede the implementation of certain recommendations.

## **2. Addressing Aging and Failing Drinking Water and Wastewater Infrastructure**

### **Description of Issue/Challenge:**

#### ***Wastewater***

New Hampshire wastewater infrastructure is aging and failing. New Hampshire has about 70 municipal wastewater treatment plants (WWTPs), many which are over 50 years old and at the end of their useful life. Many have been keeping operations going on tight budgets, performing minimal upgrades. More recently, New Hampshire's WWTPs are having to undergo costly upgrades to meet increasing federal regulatory requirements including more stringent National Pollutant Discharge Elimination System (NPDES) permit requirements. Issues are getting more complex, and more costly to address. There are an additional 20 municipalities with wastewater collection system infrastructure that connect to other communities. New Hampshire has thousands of miles of piping. Nashua alone has almost 500 miles of collection system piping (wastewater, stormwater & combined) and 14 pump stations. Manchester has 375 miles of sewers (100 miles of which are over 100 years old, about half combined carrying both sewage and stormwater), 11,000 sewer manholes, 10 pump stations, 175 miles of drains, 14,000 catch basins, and 3,000 drain manholes. In addition to aging and failing infrastructure, inadequate infrastructure also needs to be addressed. With the increased frequency of extreme weather events, New Hampshire's infrastructure is not adequately sized to survive these storms.

New Hampshire also needs to address combined sewer overflows (CSO). New Hampshire currently has five CSO communities (Berlin, Exeter, Manchester, Nashua and Portsmouth) that are all working towards reducing their CSO discharges.

#### ***Drinking Water***

New Hampshire has approximately 800 community water systems and another 1,600 non-community water systems. The 20-year investment infrastructure needs were estimated to be \$1.7 billion in 2010. This was prior to the adoption of new regulations for arsenic, manganese, lead, copper, and poly and perfluoroalkyl substances. The 2010 estimate coupled with the new regulations, accelerated inflation and climate change impacts easily could double the estimates made in 2010.

### **NHDES/EPANE Technical and Senior Leadership Contacts:**

*NHDES Technical Contacts:* Brandon Kernen (Drinking Water, Groundwater, and Wastewater Discharges to Groundwater) and Tracy Wood (Wastewater)

*EPANE Technical Contact:* Jason Turgeon (CWSRF), Katie Marrese (DWSRF), Ellen Weitzler (Wastewater), Damien Houlihan (Stormwater)

*NHDES Senior Leadership Contact:* Rene Pelletier

*EPANE Senior Leadership Contacts:* Ken Moraff, EPA

### **Describe What a Successful Environmental, Public Health, or Efficiency Outcome Looks Like:**

- Continued use of federal and state funding programs to incentivize planning to improve project development and readiness and create a pipeline for necessary infrastructure projects;



- Continued use of federal and state funding programs to incentivize asset management, energy efficiency, and climate resiliency to ensure the long-term sustainability of wastewater infrastructure;
- Continued use of federal and state funding programs to ensure that available subsidy is distributed to New Hampshire’s most financially distressed communities;
- Continued collaboration with EPANE and other state agencies to ensure limited resources are used as efficiently as possible including streamlining federal and state requirements where possible;
- EPANE collaboration with NHDES to ensure that its interpretation of the state’s statutes and rules are consistent with the state’s interpretations, resulting in more efficient permitting and ensuring the state’s water quality objectives are met while utilizing available funding to address the state’s priorities;
- Continued collaboration within NHDES programs to ensure that the agency’s outreach and education activities, loan and grant programs, rules and regulations, and public policy positions account for the long-term sustainability of New Hampshire’s assets; and
- Continued education and engagement with communities to assist in developing programs that help them prepare for needed upgrades and reduce the potential for costly emergency, or crisis situations.

**Proposed Major Milestones/Action Steps (w/ estimated deadlines):**

Since aging, failing and inadequate infrastructure is an ongoing issue estimated to be in the billions of dollars to address, we plan to continue this work into the future with no specific deadlines.

- EPANE to host state-EPANE workgroups and provide timely training on new and upcoming federal requirements;
- NHDES staff participates in quarterly funding partner meetings with other state and federal funding agencies; and
- NHDES will continue to provide funding incentives that assist communities to provide safe, reliable wastewater collection, conveyance, and treatment to ensure New Hampshire’s surface waters and groundwaters of the state maintain their designated uses.

**Anticipated Resources Needed/Constraints & Barriers/Major Disinvestments:**

Necessary resources include staff time for meetings, educational events, and collaboration.

**3. Climate Change Resiliency**

**Description of Issue/Challenge:**

New Hampshire continues to be impacted by extreme weather events across the state. Our municipalities, residents and economy are already experiencing impacts from these extreme events. NHDES works closely with other state agencies as applicable, as well as municipalities and universities

across the state to address the impacts from these events. NHDES has a responsibility to respond to these changing environmental conditions in order to reduce the risk to New Hampshire's residents, visitors, communities, infrastructure, and natural resources.

**NHDES/EPANE Technical and Senior Leadership Contacts:**

*NHDES Technical Contacts:* Joe Fontaine (Interim) - Energy Efficiency/(Vacant) - Wastewater and Drinking Water Resiliency

*EPANE Technical Contacts:* Cynthia Greene/Erik Beck

*NHDES Senior Leadership Contacts:* Mark Sanborn/ Mike Wimsatt/Craig Wright/Rene Pelletier

*EPANE Senior Leadership Contacts:* Lynne Hamjian/Kenneth Moraff

**Describe What a Successful Environmental, Public Health, or Efficiency Outcome Looks Like:**

- Continued collaboration with EPANE to share successes and lessons learned;
- Continued collaboration with other state agencies to ensure limited resources are used as efficiently as possible;
- Continued collaboration within NHDES programs to ensure that the agency's outreach and education activities, loan and grant programs, rules and regulations, and public policy positions account for changing climate and environmental conditions;
- Continued education and engagement with communities to help respond to changing environmental conditions; and
- Work toward developing a statewide climate change vulnerability assessment program for wastewater and drinking water utilities. An important part of this program will be outreach and education.

**Proposed Major Milestones/Action Steps (w/ estimated deadlines):**

Since these changing environmental conditions are ongoing, this work will continue with no specific deadlines.

- EPANE hosts quarterly Resilience conference calls;
- NHDES staff participates in quarterly EPANE Resilience conference calls;
- On an ongoing basis, NHDES will keep EPANE up to date with agency efforts including, but not limited to:
  - o New England Governors and Eastern Canadian Premiers (NEG/ECP) activities;
  - o Resiliency efforts and activities with communities; and
  - o NHDES integration of resiliency and clean energy and energy efficiency into our programs.

**Note:** NHDES' internal climate change integration efforts will continue on an ongoing basis and include consideration of wastewater treatment and drinking water facility upgrades, nutrient loading and stormwater, as well as other core program areas being impacted by extreme weather events and changing environmental conditions. The NHDES Wastewater Engineering and Drinking Water and

Groundwater Bureaus will be partnering with a consultant to work with select communities to conduct climate change vulnerability assessments of their wastewater and drinking water utilities.

**Anticipated Resources Needed/Constraints & Barriers/Major Disinvestments:**

Necessary resources include staff time for meetings, educational events, and collaboration.

**4. Emerging Contaminants: Per- and Polyfluoroalkyl Substances (PFAS)**

**Description of Issue/Challenge:**

NHDES, EPANE, and USEPA Office of Research and Development (EPA-ORD) are currently engaged in investigative sampling of pentafluoropropanoic acid (PFPrA), an ultrashort-chain PFAS compound that has recently been detected in drinking water in New Hampshire. As part of the collaboration, NHDES will collect ten water samples in southern New Hampshire that will be sent to EPA-ORD for analysis of PFPrA.

NHDES and EPANE will continue to collaborate regionally to support one another and to gain the benefits from (EPA-ORD's PFAS capabilities. NHDES delivers high-quality samples to EPA-ORD which benefits USEPA because they are gaining direct knowledge and feedback from sampling work on the PFAS front lines. NHDES in return is getting cutting-edge laboratory results and is rapidly learning and gaining the benefits from direct interactions with the subject matter experts at EPA-ORD. Based on its collaborative work with NHDES, USEPA is better able to direct the efforts of its EPA-ORD branch to focus on the most pressing technical issues associated with PFAS sampling and associated policy development. The benefits of such work extend well beyond NHDES and EPA-ORD.

The NHDES Wastewater Engineering Bureau (WWEB) has been assisting EPANE with answering any questions that come from the agency and sharing information and data from their PFAS wastewater, sludge, and septage investigation that has been ongoing since 2017. The Residuals Management Section (RMS) within the NHDES WWEB has been interacting with member of EPA Office of Science and Technology answering any questions that may assist them in the new 40 CFR part 503 risk assessment.

**NHDES/EPANE Technical and Senior Leadership Contacts:**

*NHDES Technical Contacts:* Amy Rousseau/Cathy Beahm/Brandon Kernen/Anthony Drouin/Jon Petali/Jim Martin

*EPANE Technical Contact:* Meghan Cassidy

*NHDES Senior Leadership Contact:* Robert Scott/Mike Wimsatt/Craig Wright/Rene Pelletier

*EPANE Senior Leadership Contacts:* Kenneth Moraff

**Describe What a Successful Environmental, Public Health, or Efficiency Outcome Looks Like:**

- An enhanced understanding of PFAS fate and transport, origins, and impact to various environmental media;
- Development of sampling methodology for air sampling/stack testing;

- Collaboration on control equipment options, benefits, and drawbacks; and
- Improved environmental and public health outcomes.

**Proposed Major Milestones/Action Steps:**

- NHDES collection of PFPrA sample – Early Spring 2022;
- EPA-ORD report PFPrA results – Spring 2022;
- Work with EPA-ORD to review and analyze data - Spring/Summer 2022;
- Continue assisting EPANE with any information or data sharing from NHDES WWEB PFAS investigations still being conducted – Ongoing;
- Continue to offer any technical assistance and participation to EPANE concerning the new risk assessment being conducted on 40 CFR part 503 – Ongoing;
- Participate in USEPA document reviews on reference doses, MCLs, toxicity data - Ongoing; and
- Participation in PFAS specific Regional and National groups sponsored by the EPA to stay informed on progress of EPA’s implementation of their PFAS Action Plan and research development - Ongoing.

**Anticipated Resources Needed/Constraints & Barriers/Major Disinvestments:**

- Staff time and funding constraints at both state and federal level; and
- EPA-ORD projects for other states competing with NH projects.

# APPENDICES

# APPENDIX A

## *NHDES' Strategic Plan*

Also available at: <https://www.des.nh.gov/sites/g/files/ehbemt341/files/documents/2020-01/strategic-plan.pdf>



# **New Hampshire Department of Environmental Services Strategic Plan**

*Prepared by:*

**NH Department of Environmental Services  
29 Hazen Drive, P.O. Box 95  
Concord, NH 03302-0095  
[www.des.nh.gov](http://www.des.nh.gov)**

***NHDES Senior Leadership Team***

**Robert R. Scott, Commissioner  
Mark A. Sanborn, Assistant Commissioner  
Craig A. Wright, Air Resources Division Director  
Michael J. Wimsatt, Waste Management Division Director  
Rene J. Pelletier, Water Division Director  
Susan A. Carlson, Chief Operations Officer**



# New Hampshire Department of Environmental Services Strategic Plan

## MISSION STATEMENT

*The mission of the New Hampshire Department of Environmental Services is to help sustain a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire.*

## GUIDING PRINCIPLES

- We foster environmental awareness and stewardship through education, outreach, and assistance.
- We are the New Hampshire lead on environmental and sustainability issues.
- We consider quality of life, public health, and economic vitality while pursuing our responsibilities.
- We are committed to scientifically-based, cost-effective, and environmentally-sound solutions.
- We consider the long-term, cumulative effects of our policies, programs, and decisions.
- We afford fair and equitable treatment of all individuals and groups in the implementation of federal and state statutes, regulations, rules, programs, policies, and in the management of the agency.
- We provide timely and consistent responses to all customers and meaningful opportunities for public participation.
- We strive for excellence in all operations and are committed to continuous improvement and innovative approaches.
- We promote mutual respect and effective communication.
- We strive for a positive work environment that attracts a dedicated and talented staff.

Approved by:

A handwritten signature in black ink, appearing to read "Robert R. Scott", is written over a horizontal line.

Robert R. Scott, Commissioner

08/24/2022

Date



# STRATEGIC PLAN

(Updated August 2022)

## Goal 1: NHDES protects New Hampshire's natural resources and its high quality of life.

### 1.1 NHDES will continue to support efficient land use that reduces energy consumption, encourages sustainability, and promotes the conservation of natural resources.

- *Support municipal efforts to adjust zoning and land use regulations for infill development.*
- *Look for opportunities to communicate to the public the environmental, social, and economic benefits of the efficient use of land and other best development practices.*
- *Support better development practices through integrated permitting and coordinated reviews of redevelopment projects.*
- *Pursue opportunities to improve the integration of transportation, environmental, and land use planning.*
- *Improve NHDES's capacity to collect and maintain geographically referenced data (for example, monitoring data and permit data) and conduct spatially based analyses of land use, permitted activities, and environmental quality (for example, watershed analyses).*

### 1.2 NHDES will maintain natural resource functions and support sustainability.

- *Explore appropriate mechanisms, including market-based approaches, to encourage natural resource conservation, ensure sustainable use of natural resources, support the use of lower impact alternatives, and support alternatives to the incremental conversion of farm and forest land to developed uses.*
- *Support local zoning, land conservation efforts, and state regulations that recognize and protect key natural resource functions.*
- *Assist the communities and other partners in the Great Bay Watershed to implement the Nitrogen General Permit and the other efforts to reduce nutrient pollution and protect coastal and estuarine resources.*
- *Work with stakeholders and the public through NHDES's programs and open communication to address the State's water resources management challenges.*

### 1.3 NHDES will support source reduction and the reuse and recycling of solid waste to optimize the efficient use of natural resources.

- *Identify and pursue opportunities to: conserve natural resources through waste reduction using life cycle analysis and other tools and approaches, increase waste reuse and recycling, and maximize the resource and energy recovery of waste management operations.*
- *Use social marketing and similar strategies to minimize resource consumption and waste generation from human activities.*

## **Goal 2: NHDES uses integrated approaches across its programs and operate in a cooperative manner with local, regional, state, and federal agencies.**

### **2.1 NHDES will conduct unified and coordinated education and outreach.**

- *Pursue opportunities for outreach to NHDES's partners to help them better understand its programs, statutory requirements, permitting processes, and compliance and enforcement programs.*
- *Identify mechanisms to improve internal resources to produce an interactive search program supported by integrated databases allowing for a coordinated, streamlined, and timely approach to providing services, investigating complaints, preparing permits, conducting inspections, and taking enforcement actions.*
- *Coordinate with other state agencies to respond to outside requests for assistance to promote efficiency in state government. The other state agencies include but are not limited to the Department of Health and Human Services (DHHS), the Department of Transportation (DOT), NH Fish and Game (NHFG), the Department of Energy (DOE), the Department of Natural and Cultural Resources (DNCR), the Department of Business and Economic Affairs (BEA), and the Department of Agriculture, Markets and Food (DAMF).*
- *Expand outreach efforts to NHDES's customers to include online and remote information exchange and communication to better serve all members of the public.*

### **2.2 NHDES will provide coordinated pre-application assistance, licensing, permitting, and planning.**

- *Assign project managers to complex or multi-disciplinary projects to facilitate meetings, promote coordinated reviews, and resolve internal issues (including potentially conflicting NHDES program requirements) to ensure smooth progression of project decisions and deliverables.*
- *Regularly review permitting processes to identify areas where greater consistency and coordination can be achieved and works to implement improvements.*
- *Pursue the creation of an online project screening and interagency coordination tool to assist permit applicants with environmental regulations and permit program requirements.*
- *Look for opportunities to integrate and standardize the various professional training and licensing programs it administers.*

### **2.3 NHDES will conduct unified and coordinated inspections and enforcement.**

- *Work towards integrated and efficient inspection, enforcement, and appeals processes which includes staff communicating regularly to produce thorough and efficient cross-program coordination and cooperation.*
- *Develop an enforcement database and associated electronic document management system to facilitate efficient cross-program communications during all phases of the compliance assurance process (e.g., pre-inspection research, physical inspection visit, and post-inspection and enforcement activities).*
- *Pursue a web-based system that tracks permitting and enforcement trends which produces reports that summarize key trends such as backlogs, average review timeframes, and seasonal versus annual trends.*

**Goal 3: NHDES strives to present information in an understandable and transparent manner.**

**3.1 NHDES aims for well-defined environmental outcomes and indicators.**

- *Maintain a set of key environmental outcomes and indicators (for example, the New Hampshire Environmental Dashboard) for use in documenting trends and in regular reporting, including “dashboard” reports and geographical representation.*

**3.2 NHDES ties data collection, analyses, and reporting to current environmental goals and objectives.**

- *Conduct an agency-wide inventory and review of current data collection and reporting practices to help identify data collection gaps and eliminate redundancies and non-value-added collection and reporting activities.*
- *Link NHDES’s goals and objectives to relevant outcomes and environmental indicators.*

**3.3 NHDES endeavors to use clearly documented methods for environmental monitoring.**

- *Evaluate monitoring stations, locations, data sources, and data partners necessary to adequately report on the agency’s key outcomes and environmental indicators to ensure the department has the necessary resources deployed to properly conduct its monitoring activities at the appropriate data collection sites.*
- *Use procedures that produce data collection processes (including geospatial parameters, results, reporting, and record-keeping) that adhere to appropriate data quality standards.*

**3.4 NHDES will share environmental information and trend analyses with local, state, and federal agencies, stakeholders, and the public.**

- *Regularly analyze data and present it in a meaningful format, including increased geographical representation and analysis.*
- *Report key environmental trends and agency outcomes in NHDES’s reports, newsletters, press releases, and other public communications and present up-to-date trend information on New Hampshire’s environment and key agency outcomes on NHDES’s website and the New Hampshire Environmental Dashboard.*

**Goal 4: NHDES aspires for strong environmental compliance in New Hampshire which is supported by education, partnerships, environmental stewardship, and enforcement.**

**4.1 NHDES strives to increase environmental knowledge and awareness and instill a sense of environmental stewardship in the public-at-large.**

- *Provide education and outreach to town officials so they can offer current and accurate information on state environmental requirements to their constituents.*
- *Provide education and outreach to the State’s school-age population regarding environmental stewardship.*

- *Provide education, outreach, and training programs for the public to enhance their understanding of the value of environmental protection and of NHDES's programs.*

#### **4.2 NHDES embraces alternative compliance assurance mechanisms, models, and approaches.**

- *Expand the use of alternate compliance assurance mechanisms (for example, self-certification or third-party certification of compliance) that document the compliance of these regulated entities with their permits and applicable rules and by verifying that these certifications are true and accurate.*
- *Support greater accountability of environmental professionals and consultants that have or should have formal NHDES licenses or certifications.*

#### **4.3 NHDES works to increase the knowledge of regulatory requirements within the regulated community.**

- *Ensure the requirements of NHDES's regulatory programs are clear and unambiguous, and clearly explain the underlying policy reasons for those requirements.*
- *Inspections will be conducted in an efficient and effective way with the purpose of identifying potential environmental issues and compliance concerns.*
- *Enforcement processes will be efficient and effective and will use proven techniques.*
- *Provide on-going training for those who must comply with state environmental requirements in both the public and private sectors.*
- *Evaluate the formal education and training requirements for those NHDES programs that currently do not offer continuing education opportunities.*
- *Make every effort to ensure its regulatory program staff has a sound foundation in their applicable statutes, rules, and procedures.*

#### **4.4 NHDES encourages environmental behavior that is above and beyond minimum compliance.**

- *Maintain an array of programs to encourage "beyond compliance" behavior.*
- *Announce positive public recognition of successful compliance practices and outcomes to promote such activities.*

**Goal 5: Recognizing the state, national, and international emphasis on climate change reduction efforts, NHDES will follow all federal and state laws and regulations that promote cleaner and more efficient energy use in New Hampshire.**

#### **5.1 NHDES will monitor greenhouse gas emissions in New Hampshire and the New England Region and identify opportunities to cost effectively reduce emissions.**

- *Review the US Environmental Protection Agency (EPA)'s annual greenhouse gas emissions inventory to evaluate and track changes in emissions by sectors and sources to support periodic reporting to policymakers and the public.*

- *Work collaboratively with the NHDOT and New Hampshire's regional planning commissions to facilitate a cost effective and efficient transition of the transportation sector to cleaner forms of energy.*

## **5.2 NHDES will provide mitigation and adaptation education and outreach.**

- *Continue to participate in the Regional Greenhouse Gas Initiative (RSA 125-O:20) to reduce emissions from the power sector and the Energy Efficiency and Sustainable Energy Board (RSA 125-O:5-a) to facilitate implementation of the State's Energy Efficiency Plan.*
- *Provide information and technical assistance to communities and organizations that are seeking to incorporate mitigation and adaptation measures into their projects and plans.*
- *Explore ways to foster cost effective clean energy such as offshore wind and other renewable and non-carbon-based energy sources.*

## **Goal 6: NHDES will provide high-quality customer service.**

### **6.3 NHDES strives for prompt, knowledgeable, consistent, fair, and clear responses to inquiries from customers and places a high value on providing top-notch customer service.**

- *Customer service policies and procedures will be communicated to NHDES staff through customer service training.*
- *Conduct Lean training on a continuous basis, develop Lean management system procedures to improve our services, and undertake Lean projects when needed.*
- *Regularly assess customer service expectations and performance for its employees and maintain NHDES's annual Exemplary Customer Service Award.*

### **6.4 NHDES will provide access to information of its programs and activities to the public.**

- *Look for opportunities to better meet customer needs including providing opportunities for customer feedback and allowing customers to conduct online transactions.*
- *Redesign NHDES's current web-based OneStop System to be a customer-friendly, comprehensive, and geographically referenced enterprise environmental information system and create a centralized, web-searchable document library to include such items as quality assurance project plans, rules, grant information, site-specific information, key correspondence, and photos.*

## **Goal 7: For NHDES to be a desirable employer.**

### **7.4 NHDES encourages and supports the career development of its employees.**

- *Maintain employee programs for advancing through technical, scientific, and administrative careers, and provide opportunities for expanded intra- and inter-departmental staff cross-training and job-sharing to better serve the public, increase staff knowledge, and enhance cooperation among related*

*state agencies.*

- *Maintain a formal orientation program for newly hired and promoted employees to provide access to the information, systems, and tools necessary for their success.*
- *Continue workforce analysis, planning, and development programs to better meet the specific needs of the department.*
- *Incorporate effective knowledge transfer procedures.*
- *Provide the opportunity to participate in biennial employee surveys producing data for NHDES senior leadership on employee satisfaction, potential process improvements, and strategic planning ideas.*
- *Continue to recognize and reward exceptional staff performance.*
- *Encourage staff to pursue career development and educational opportunities.*
- *Periodically test NHDES's Continuity of Operations Plan (COOP) to ensure the agency can continue to carry out its mission-critical functions in the event of a major incident at its primary location.*

#### **7.5 NHDES supports the health and well-being of its employees.**

- *Provide educational initiatives and events focusing on healthy lifestyle choices, as well as opportunities for increased physical activity.*
- *Acknowledge the importance of work-life balance by authorizing flexible, alternative work schedules to help staff maintain balance.*

#### **7.6 NHDES strives to be an environmental leader in its operations.**

- *NHDES, in partnership with the Department of Administrative Services and other pertinent agencies, strives to reduce the cumulative environmental "footprint" of all its operations through such measures as energy efficiency, water conservation, and recycling.*

# APPENDIX B

## *USEPA's 2022 - 2026 Strategic Plan*

Our four cross-agency strategies describe the essential ways EPA will carry out our mission. These strategies include reinforcing science as foundational to Agency decision making; protecting children's environmental health; building back EPA's workforce with particular attention to equity and enhancing mission-support functions to achieve organizational excellence; and renewing our commitment to EPA's trust responsibility to Tribal nations and our engagement with Tribal, state, and local government partners, stakeholders, the regulated community, and the public.

EPA's Strategic Plan includes a suite of long-term performance goals (LTPGs) that reflect the quantifiable outcomes we will achieve for each strategic objective and cross-agency strategy by 2026. LTPGs will help us understand, monitor, and tell the story of progress we are making to partners and external stakeholders, Agency employees, and the public.

The EPA Strategic Plan identifies seven strategic goals to guide EPA's work, along with supporting Objectives under each of the key goals:

**Goal 1: Tackle the Climate Crisis:** Cut pollution that causes climate change and increase the adaptive capacity of Tribes, states, territories, and communities;

- Objective 1.1 – Reduce Emissions that Cause Climate Change
- Objective 1.2 – Accelerate Resilience and Adaptation to Climate Change Impacts
- Objective 1.3 – Advance International and Subnational Climate Efforts

**Goal 2: Take Decisive Action to Advance Environmental Justice and Civil Rights:** Achieve tangible progress for historically overburdened and underserved communities and ensure the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income in developing and implementing environmental laws, regulations, and policies;

- Objective 2.1 – Promote Environmental Justice and Civil Rights at the Federal, Tribal, State, and Local Levels
- Objective 2.2 – Embed Environmental Justice and Civil Rights into EPA's Programs, Policies, and Activities
- Objective 2.3 – Strengthen Civil Rights Enforcement in Communities with Environmental Justice Concerns

**Goal 3: Enforce Environmental Laws and Ensure Compliance:** Improve compliance with the nation's environmental laws and hold violators accountable;

- Objective 3.1 – Hold Environmental Violators and Responsible Parties Accountable
- Objective 3.2 – Detect Violations and Promote Compliance

**Goal 4: Ensure Clean and Healthy Air for All Communities:** Protect human health and the environment from the harmful effects of air pollution;

- Objective 4.1 – Improve Air Quality and Reduce Localized Pollution and Health Impacts
- Objective 4.2 – Reduce Exposure to Radiation and Improve Indoor Air

**Goal 5: Ensure Clean and Safe Water for All Communities:** Provide clean and safe water for all communities and protect our nation’s waterbodies from degradation;

- Objective 5.1 – Ensure Safe Drinking Water and Reliable Water Infrastructure
- Objective 5.2 – Protect and Restore Waterbodies and Watersheds

**Goal 6: Safeguard and Revitalize Communities:** Restore land to safe and productive uses to improve communities and protect public health;

- Objective 6.1 – Clean Up and Restore Land for Productive Uses and Healthy Communities
- Objective 6.2 – Reduce Waste and Prevent Environmental Contamination
- Objective 6.3 – Prepare for and Respond to Environmental Emergencies

**Goal 7: Ensure Safety of Chemicals for People and the Environment:** Increase the safety of chemicals and pesticides and prevent pollution at the source;

- Objective 7.1 – Ensure Chemical and Pesticide Safety
- Objective 7.2 – Promote Pollution Prevention

In addition, EPA has identified three FY 2022-2023 Agency Priority Goals (APGs), which are intended to jumpstart actions and showcase progress toward Administrator Regan’s priorities:

- Phase down the production and consumption of hydrofluorocarbons;
- Clean up contaminated sites and invest in water infrastructure to enhance the livability and economic vitality of overburdened and underserved communities; and
- Housing and Urban Development (HUD) and EPA will reduce exposure to lead to protect families, particularly children, in overburdened and underserved communities.