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EPA National Center for Environmental Innovation
State Innovation Grant
FY 2008

Project Summary Page

Project Title: **Superior Environmental Results through Innovative Land Development Technical Assistance and Permitting in New Hampshire**

Applicant: New Hampshire Department of Environmental Services (DES)

Project Manager: Carolyn B. Russell, Environmental and Land Use Planner
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Total Project Cost: Total Budget: $459,719
Requested from EPA: $275,000
Leveraged, Non-Federally Funded Staff Time: $184,719

Project Period: October 1, 2008- September 30, 2012

Project Abstract: Continued population growth and land development pose a significant threat to the long-term health of New Hampshire's natural resources and exacerbate regional and global environmental concerns, such as climate change. There are opportunities to move beyond the minimum regulatory requirements and further reduce the cumulative environmental impact of development through improved project location, design, construction, and site maintenance. These techniques are most cost-effective if incorporated early in the project design process. In response, DES is proposing to demonstrate and evaluate an innovative approach to providing up-front technical assistance and integrated/coordinated permitting to encourage adoption of better land use and development practices – above and beyond minimum requirements – that achieve a higher standard of environmental protection for air quality and climate change, water quality and quantity, and habitat protection. The proposed enhancement to our existing permit processes are necessary to overcome the barriers limiting the adoption of innovative and/or best practices, such as a lack of knowledge of techniques and the timing of DES review and input (i.e., permit review occur too late in project development process, separate input by various permit programs).

Statutory Authority and Flexibility: The project will function primarily within state Land Management permit programs administered by DES, and function under existing Federal and State statutory and regulatory authorities.

State Agency Support: DES Commissioner Burack initiated this effort and, together with all applicable senior program managers, fully endorses this project. A letter of endorsement is provided with this final work plan.

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Budget Summary Information

Agency: New Hampshire Department of Environmental Services (DES)

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Summary Budget for the Project Period 10/1/08 – 9/30/12

EPA Budget Class	EPA Grant	Match	Combined
	Confidential business information removed by EPA		
Totals	$275,000	$184,719	$459,719

This project represents a significant enhancement to New Hampshire DES's existing permit programs and thus requires a substantial investment of staff time and resources not fully available to DES at this time. The SIG grant from EPA enables DES to dedicate an additional individual full-time to this effort for two years, to access additional technical assistance (e.g., GIS staff support) and outside experts through contractual support, and to produce supporting materials. DES proposes to leverage the EPA grants funds with contributions of time from several senior managers of our Land Management Permit Programs, Watershed Management Bureau, and Planning, Prevention and Assistance Unit to develop the program, staff time for coordinated technical assistance and permit review, as well as the redirection of a significant portion of an experienced staff person's time to oversee the effort as Project Manager. The State leverage funds listed represent non-federal, in-kind, staff salaries, benefits, and indirect costs that will be used to help carry out this project. Indirect costs are calculated at a rate provided for by the terms of an agreement negotiated with EPA.

US EPA ARCHIVE DOCUMENT

Project Narrative/Workplan

Superior Environmental Results through Innovative Land Development
Technical Assistance and Permitting in New Hampshire

I. **Problem (Issue) Statement:** As New Hampshire's population grows, development consumes more land and poses a significant threat to the long-term health of New Hampshire's natural resources, particularly our water resources, and exacerbates regional and global environmental issues, such as air quality and climate change. The New Hampshire Department of Environmental Services (DES) has established standards and permitting programs for land development to minimize many direct impacts (e.g., DES has standards and permit requirements covering wetlands disturbance, alteration of terrain/stormwater management, shoreland protection, wastewater/septic, water quality, and drinking water supply), but there are opportunities to further reduce the cumulative environmental impact through improved project location, design, construction, and site maintenance (during and after construction). DES has limited opportunity and authority to influence and regulate these aspects of development, so innovative approaches are needed.

II. **Background on Proposed Project:** The DES project will test a new approach to permitting by providing early technical assistance and integrated/coordinated permitting to encourage adoption of better land use and development practices (e.g., Smart Growth, Low Impact Development site design and stormwater management (LID), Leadership in Energy and Environmental Design Green Building Rating System (LEED), Leadership in Energy and Environmental Design Neighborhood Development Rating System (LEED-ND), Land and Natural Development (LAND) Code). This grant will allow DES to pilot this initiative, with a goal of permanent change in our permit processes. The project stems from the DES Commissioner's commitment to lead efforts to better manage growth and development for long-term environmental health, and builds on several current DES initiatives to improve our permitting processes for greater environmental performance. We recognize the need to "get out in front" of the issue of growth and development, re-examine current permit and program activities, and implement innovative approaches. DES has demonstrated experience in successfully collaborating across program areas and in working with municipalities and other agencies, particularly in providing technical assistance on land development/land use issues.

A. **Alignment with Strategic Focus of the Solicitation:** This project supports the strategic focus areas of the solicitation by establishing a performance-based program that provides incentives for applicants in the land development industry to go beyond minimum requirements of State and Federal environmental regulations toward an integrated, multi-media approach to further reduce impacts on air quality and climate change, water quality and quantity, and wildlife and habitat. Up-front consultation and technical assistance, together with coordinated permitting, will help applicants comprehensively evaluate pollution prevention opportunities and reduce the time, uncertainty, and effort associated with permitting, supporting broader adoption of sustainable development practices and design within this sector.

B. **Consistency with NHDES-USEPA Performance Partnership Agreement:** The focus of the project is an identified "Area for Collaboration" within the approved *2008-2010 NHDES-USEPA Performance Partnership Agreement (PPA).* In the PPA, DES and EPA New England agreed to

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focus on reducing the significant potential impact of continuing growth by initially focusing on stormwater management and seeking additional resources (such as this grant) to further advance these efforts.

C. **Alignment with EPA's Innovation Strategy and EPA's Strategic Plan (Threshold Criteria #2):** A program to improve overall environmental performance by further reducing impacts on air quality and climate change, water quality and quantity, and wildlife and habitat associated with land development activities supports many of EPA's Strategic Plan Goals and Objectives: Goal 1 (protecting air quality and reducing effects of climate change and energy efficiency); Goal 2 (providing for safe and clean water); Goal 4 (providing for healthy communities and ecosystems; and Goal 5 (increasing compliance and promoting environmental stewardship, particularly Objective 5.2.4).

D. **Federal Statutory Authority (Threshold Criteria #1):** This project will demonstrate and evaluate an innovative approach to preventing, reducing or eliminating water pollution and preventing and controlling air pollution associated with land development.

E. **Expected Outputs and Outcomes:** See sections III and IV below and Logic Model (attachment).

F. **Award Request:** DES is requesting a total grant of $275,000 from EPA to leverage significant state-funded staff time being put toward this effort. We anticipate a start date of October 1, 2008, with a proposed period of performance of four years.

G. **Eligibility:** DES is New Hampshire's principal environmental regulatory agency and has primary delegation from EPA for permitting programs. This project will be undertaken mostly within the DES Land Management permit programs under existing state statutory and regulatory authorities. DES Land Management permit programs include: Alteration of Terrain (stormwater), Wetlands, Shoreland Protection, Subsurface (septic), and Drinking Water and Groundwater. Additional DES programs may be involved as applicable (e.g., Watershed Management/Water Quality for 401 certifications and anti-degradation reviews, Brownfields/Waste Management). See also discussions above responding to Threshold Criteria #1 and #2 of the Eligibility Requirements.

H. **Compliance with Requirements:** The project is in compliance with the existing applicable federal and state environmental laws, and no regulatory flexibility will be required.

III. Project Goals and Objectives: The long-term goal of this effort is to reduce the environmental impact of continuing growth and development within New Hampshire by reducing air and water pollution generated by development and limiting impacts on natural resource functions, such as flood storage, wildlife habitat, and water supply.

To accomplish this goal, DES seeks to accomplish the following objective: increase the adoption of better growth and development practices that help to minimize impacts to the natural environment (e.g., Smart Growth practices, Low Impact Development site design and stormwater management (LID) practices, Leadership in Energy and Environmental Design

US EPA ARCHIVE DOCUMENT

Green Building Rating System (LEED) practices, Leadership in Energy and Environmental Design Neighborhood Development Rating System (LEED-ND) practices, Land and Natural Development (LAND) Code practices). DES believes that greater implementation of these practices will result in improved environmental performance of land development projects across a variety of factors (regulated and non-regulated) – i.e., better environmental outcomes, including reduced impacts on air quality and climate change, water quality and quantity, and wildlife and habitat. For example, improved stormwater management that increases infiltration and limits additional runoff beyond current requirements will help maintain groundwater supplies, protect stream habitat, and maintain the quality of receiving waters. This project will also examine opportunities to reduce air emissions, including CO2 and other contributors to climate change, increase energy efficiency, provide for higher-level wastewater treatment, and reduce impacts to sensitive habitats and species (e.g., reduced light pollution).

Toward the above goal and objective, DES will develop procedures and information, including expanded up-front review of proposed development projects, clear standards and information on best practices, and technical assistance for applicants along with integrated/coordinated permitting, to overcome barriers that limit the adoption of innovative/best practices. The suspected barriers (to be confirmed during the project) include a lack of knowledge, understanding and acceptance of value of best practices, difficulty in balancing local, state, and federal permitting requirements, timing of permit application reviews in the development process (typically late in the design process), and separate review of projects by various DES permit programs, often at different points in project development and design.

IV. Technical Approach

A. Expected Tasks and Timeline: See Table 1 for a summary listing of tasks, timing, and the outputs expected from each task.

Several of the tasks will begin immediately with acceptance of the grant award by New Hampshire's Governor and Executive Council, with an expectation that the program will be available to initial pilot participants toward the end of the first year of implementation.

Task 1: Form an Innovative Permitting Advisory Group (2 months, and on-going)
DES will establish and support a core project advisory group – the Innovative Permitting Advisory Group – comprised of 7-9 individuals including internal DES staff as well as representatives from key outside constituencies (e.g., Region I EPA, developers, environmental advocacy groups, engineers, municipalities). This group will meet on a frequent basis and, as noted under many of the tasks below, provide frequent, detailed input regarding the development, implementation, and evaluation of pilot program elements and procedures.

Task 2: Recruit DES Pilot Staff (6 months)
DES will establish a dedicated position to work on the pilot project as well as identify and recruit additional specific DES staff to support the implementation of the pilot program. Staff will be identified to participate in up-front pre-application meetings, to coordinate and/or provide technical assistance, and/or to serve as permit coordinators (Team Leaders) or permit team members for pilot applicants. Internal arrangements and agreements will be put in place to ensure that these staff members are available to work on the pilot program implementation.

Task 3: Identify Needs and Recruit Consultants (2-4 months, on-going)
When additional technical assistance is required, DES will solicit proposals and request assistance from consultants following all required procedures. [NOTE: Once the project is fully staffed and initial research is conducted, DES will identify the most significant needs and greatest benefit in using consultants for specific components of the project. DES is considering the relative benefits of using consultants to help analyze our current permit programs and processes and develop a coordinated, streamlined permit review approach; to identify appropriate best practices and performance standards for better environmental performance of new and re-development; and/or to provide direct technical assistance during pilot implementation.]

Task 4: Develop a Coordinated, Streamlined Permitting Procedure (5-8 months)
Working with the Innovative Permitting Advisory Group, DES will establish an expeditious permitting process that provides: (a) an integrated, coordinated review of the project by all applicable DES permit programs; and (b) better coordination of DES project review with local municipalities, sister state agencies, and Federal regulatory entities (i.e., US EPA, US Army Corps of Engineers, US Fish and Wildlife). An integrated/coordinated and streamlined permitting process for program applicants is an essential incentive for applicant participation, and further provides for the best environmental outcomes. This integrated/coordinated permit review initially will function in parallel with existing programs (i.e., separate permits will continue to be issued for each applicable program) and comply with all standards and state- and federally-required processes; however, for pilot participants, permit reviews by various programs will happen simultaneously, subject to the tightest time constraint for review, and with a high-level of cross-program communication within DES. DES will explore the feasibility of electronic notification/communication with local boards and organizations (e.g., Local Advisory Committees under the Rivers Management Program, which have review authority for some permits, and local Conservation Commissions, who have review authority under the DES wetlands permit program). As the program matures following the completion of the pilot, any necessary changes in state regulatory and statutory authority and/or federally-required processes or needs to fully implement new techniques, such as electronic notification, will be pursued to provide for greater streamlining of permit processes (e.g., issuing a single-permit). DES will explore using a team approach involving representatives from each relevant program to provide for coordinated permit review. Experienced permit reviewers will serve as permit team leaders and will be provided with additional cross-training on all DES permits. In addition, to the extent that the resources allow, DES will evaluate the potential applicability of Lean in Government techniques, such as value stream mapping, for the evaluation and design our alternative permit review approach.

Task 5: Develop and Establish an Enhanced DES Pre-Application Meeting Process (4-6 months)
Working with the Innovative Permitting Advisory Group, DES will establish a process for pre-application meetings with potential applicants and DES permitting/technical staff (and coordinated with local officials and federal program staff) to discuss conceptual plans and designs and identify opportunities to reduce environmental impact, prior to an applicant investing significant funds in project design and engineering. Under this task, DES will determine what information applicants will be requested to provide and what information DES staff will prepare in advance of the pre-application meeting to provide for a productive discussion; determine the procedure for identifying key staff to participate; and identify

US EPA ARCHIVE DOCUMENT

procedures for improved coordination between DES and local municipalities and Federal permitting entities also involved in the review and approval of the project during this pre-application discussion phase.

Task 6: Define Guidelines and Identify Information on Best Practices (6-9 months) Working with the Innovative Permitting Advisory Group, DES will identify/develop clear performance standards and guidance on achieving a higher standard of environmental protection and performance pertaining to air quality and climate change, water quality and quantity, light pollution, energy efficiency, water conservation, and habitat protection. DES will identify appropriate innovative site and building design/construction techniques and encourage applicants to select from the techniques to meet a minimum level of higher performance (similar to how LEED and LEED-ND are implemented). This menu likely will draw from many existing resources (e.g., Smart Growth principles, LEED, LEED-ND, Land and Natural Development (LAND) Code, Low-Impact Development (LID), EPA and Army Corps of Engineer resources), but be adapted to New Hampshire. DES will coordinate with municipal representatives, sister agencies and organizations, and Federal regulators in developing standards and evaluation criteria.

Task 7: Develop an Enhanced Technical Assistance Process (4-6 months)
Working with the Innovative Permitting Advisory Group, DES will develop procedures for providing follow-up technical assistance to advance concepts from the pre-application meeting to the project design stage and full implementation. Applicants seeking additional technical assistance must commit to implement cost-effective best design and construction practices for air quality and climate change, water quality and quantity, and habitat protection beyond minimum regulatory requirements. Program participants must demonstrate they have appropriate systems in place to ensure full compliance with applicable regulations and carry out "beyond-compliance" project elements. DES will develop procedures to confirm implementation of agreed upon project elements and enhancements, which may include site visits, self-certification, or an alternative approach.

Task 8: Develop Development Project Evaluation Procedures (6-8 months)
Working with the Innovative Permitting Advisory Group, DES will identify specific measures and procedures for evaluating and measuring the environmental performance of proposed and permitted development projects in an objective, systematic way that allows for clear comparison of the expected environmental performance of the proposed project to similar projects and against the performance standards developed under Task 6. This evaluation will help to identify areas for discussion during the pre-application meeting and indicate where technical assistance is most needed; and provide the basis for documenting the effect of the innovative permitting approach at achieving better environmental performance (i.e., illustrating how projects improved as a result of the pre-application meeting and technical assistance). DES will seek to define specific performance measures and procedures for calculating those measures for all environmental factors addressed by the "best practices" and performance standards defined under Task 6.

US EPA ARCHIVE DOCUMENT

Task 9: Develop Pilot Program Materials and Outreach (6-8 months, and ongoing)
Working with the Innovative Permitting Advisory Group, DES project staff will coordinate with other DES education and outreach staff and other entities (including proposed project collaborators and partners) that provide education and training to develop necessary materials and ensure that adequate information is available on the program, the process, and its objectives to build interest in participation and ensure that all affected constituencies understand and support program goals.

Task 10: Identify and Recruit Pilot Program Participants (4-8 months, and ongoing) DES will identify and solicit the participation of targeted municipalities and developers (potential permit applicants) for participation in the pilot program established under this grant. DES will put a Memorandum of Agreement in place with potential participants to help clarify the purpose and expectations of the pilot program, define the potential benefits to the State, municipality, developers, and the public, and emphasize the pilot participant's role in helping to refine the procedures and materials for this innovative process. DES will establish selection criteria for choosing participant projects for the pilot and will seek to involve a variety of different types (e.g., rural/urban, residential/commercial/mixed-use, new development/ redevelopment, various areas of the state) and sizes of projects. Although we anticipate processing around 20 projects as part of the pilot, the actual number of pilot participants is somewhat flexible depending on the level of interest, the level of effort required of DES staff, and demands for standard permit reviews (most of our programs have statutory deadlines for completing permit reviews that may affect the availability of staff to process a large number projects under the pilot).

Task 11: Plan and Conduct Public Involvement: (ongoing throughout grant period of performance)
DES will develop and implement a detailed public involvement plan to ensure that the broad array of stakeholders is engaged in the development and implementation of this pilot project. In addition to working with the Innovative Permitting Advisory Group under Task 1 and the general public education/outreach on the broad, general issues to be coordinated under Task 9, DES will reach out to established advisory groups (e.g., Lakes and River Advisory Committees, Water Council, Legislative Committees), associations of regulated entities and municipalities, and the general public to solicit specific input at several points during the project.

In addition to attending meetings of these full groups, DES will hold focus groups and individual interviews with potential stakeholders and participants (e.g., state/fed regulators, local land use board members, developers) to better understand issues and barriers in current permit processes, gain detailed input on draft project elements (e.g., Tasks 4-8), and to understand the current barriers that exist and identify processes and incentives necessary to encourage participation and increase the likelihood of implementing best practices (e.g., regulatory flexibility, permit process efficiencies, financial incentives, recognition, coordination with local review).

DES is particularly interested in working closely with the state associations of regulated entities and municipalities (e.g., NH Home Builders and Remodeler's Association, NH Local Government Center) in developing this program and will seek to establish Memorandums of Agreement recognizing the potential benefits of the success of this pilot for all parties and

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identifying the important roles that these particular partners can play (e.g., developing and implementing a successful outreach strategy, pilot program evaluation). We hope that these organizations will assist us in providing direct input and in recruiting their members to participate in focus groups, provide other direct input during program development, and participate in the pilot innovative permitting process itself.

Task 12: Conduct Project Pilots (12-18 months, start late Year 1/early Year 2 of grant) DES will evaluate and finalize the materials and procedures for the program by piloting the program with around 20 applicants (see notes under Task 10) representing different types of projects (e.g., redevelopment/infill/greenfield development; urban/rural setting; residential/ commercial, etc.). Each pilot applicant will be evaluated for a basic set of measures of success (to be determined as part of the project, but will include measures of resulting changes in project design and/or location as a surrogate for direct measurement of reduced environmental impact). More detailed information on costs and environmental benefits (possibly modeled) will be estimated for 4-6 pilot projects for which detailed case studies will be developed. The case study projects will be selected based on the nature of the project and the types of best practices to be implemented to provide for an interesting diversity of projects, as well as the willingness of participants to provide more detailed information on their project.

Task 13: Evaluate Pilot Program, Develop Case Studies, and Transfer Innovation (18-24 months, start late Year 1)
DES will fully document the results, including flow-charts and descriptions of processes and policies established, along with measured changes of the initial pilot projects and estimated costs and environmental benefits for several detailed case studies. We propose to share the results at state, regional and national professional conferences (beginning towards the end of Year 2 of the project) and to host a web-based seminar for a wide audience, including other states, tribes, and stakeholders following the completion of about half of the expected pilot projects (anticipated for early in Year 3).

Under this task, NHDES also will evaluate our project implementation at key implementation stages (e.g., towards completion of pilot program development, after several pilot projects are processed) using the measures described in Table 2. The results will be reported within our quarterly progress reports and in the final project documentation.

Task 14: Report Progress and Project Administration (on-going)
The DES project manager will provide quarterly progress reports as well as a detailed final project summary to EPA, keep records, and ensure that tasks are moving forward as expected. In addition, under this task, DES will prepare and implement a quality assurance project plan (QAPP) for the project.

B. Collaborations and Partnerships: DES anticipates formal partnerships with the NH Office of Energy & Planning and the Local Government Center (formerly the NH Municipal Association). These entities provide extensive assistance to local municipalities and can advise DES on coordination with municipalities, developing guidance material, establishing evaluation criteria for best practices, and in outreach to their constituencies through established newsletters and literature, as well as regular conferences and trainings. (See letters of support submitted with

US EPA ARCHIVE DOCUMENT

pre-application.) In addition, DES will seek to collaborate with associations of regulated entities (e.g., Home Builders & Remodelers' Association of NH, Associated General Contractors of NH), as well as interested perspective participants (i.e., developers, municipal planners, local planning boards) to provide input, identify focus group and pilot project participants, and support outreach efforts.

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Schedule of Major Project Tasks and Outputs

[Note: Start date = timing following formal acceptance of grant funds by NH Governor and Executive Council]

Task #	Task Name	Task Description	Outputs Expected	Start Date	End Date
	Pre-Administration	Formal Acceptance of Grant by NH Governor and Executive Council	Approval by G&C	EPA grant award (approx. Oct 1, 2008)	Approx 45-60 days after EPA grant award
1	Form Innovative Permitting Advisory Group	Establish and Support Core Advisory Group	• Core Advisory Group Participant List • Advisory Group Meeting Summaries	Project start	On-going
2	Recruit DES Pilot Staff	Identify and Solicit Participation of DES Project Staff (Permitting and Technical Assistance)	• DES staff and responsibilities list	Project start	6 months
3	Identify Needs and Recruit Consultants	Identify Needs and Secure Required Consultant Support	• Consultant RFP • Consultant contracts in place	2-4 months	On-going/ grant completion
4	Develop a Coordinated Permitting Procedure	DES Permit Process Evaluation and Coordination Strategy Development	• Diagram of Key DES Land Resource Permit Processes and Deadlines • Results of Lean in Government Techniques (if applied) • Evaluation of DES Land Resource Permit Processes and Recommendations for "Streamlining/coordinating" • Detailed, coordinated permit procedures for SIG pilot projects	Project start	5-8 months
5	Develop DES Pre -application Meeting Process	Pre-Application Meeting Requirements and Processes (for DES and applicants)	• Detailed pre-application meeting procedures including required information	Project start	4-6 months

US EPA ARCHIVE DOCUMENT

Schedule of Major Project Tasks and Outputs

[Note: Start date = timing following formal acceptance of grant funds by NH Governor and Executive Council]

Task #	Task Name	Task Description	Outputs Expected	Start Date	End Date
6	Define Guidelines and Information on Best Practices	Identify standards for higher environmental performance of land development projects	• Detailed standards • Guidance/informational materials	Project start	4-6 months
7	Develop Enhanced Technical Assistance Process	Develop guidance and procedures for providing technical assistance on higher environmental performance standards	• Technical assistance procedures • Consultants contracts in place (if required)	2 months	6-8 months
8	Develop Development Project Evaluation Procedures	Develop procedures for evaluating the environmental performance of development projects	• Environmental performance procedures	2 months	6-8 months
9	Develop Pilot Program Materials and Outreach	Develop informational materials on the pilot program and procedures	• Materials and web-based information available • Workshops/presentations	4 months	12 months (on-going outreach)
10	Identify and Recruit Participants	Solicit potential participant municipalities and developers (applicants) to participate in pilot	• List of potential participants • Example MOA for municipalities and developers (applicants) • Signed MOAs	4 months	On-going
11	Plan and Conduct Public Involvement	Develop and implement a plan to ensure broad public input to pilot program development and implementation (incorporates elements of other tasks)	• Public Involvement Plan • Summary reports on key findings/issues of focus groups, individual meetings, and discussions with established advisory groups • Updated stakeholders/	Project start	On-going/ grant completion

US EPA ARCHIVE DOCUMENT

Schedule of Major Project Tasks and Outputs

[Note: Start date = timing following formal acceptance of grant funds by NH Governor and Executive Council]

Task #	Task Name	Task Description	Outputs Expected	Start Date	End Date
			participants list		
12	Conduct Project Pilots	Process pilot program participants through pre-application meeting, provision of technical assistance, and coordinated permitting (target: 20 projects)	• Evaluation reports on individual pilot applicants	9 months - ongoing	On-going/ grant completion
13	Evaluate Pilot Program, Develop Case Studies, and Transfer Innovation	Evaluation and Reporting of Benefits, Challenges, and Opportunities of Pilot Program	• Periodic reporting on measures at key project stages (within progress reports) • Case studies on select projects • Pilot Program Evaluation Report • Workshops/presentations	6-8 months	On-going/ grant completion
14	Report Progress and Project Administration	Periodic reporting, recording keeping, quality assurance, and overall project management	• Quarterly progress reports • Quality Assurance Project Plan (QAPP) • Final project summary	3 months	On-going/ grant completion +120 days

V. Outcomes and Measures: DES proposes key measures of resources, activities, outputs and outcomes for each element of the project (see Table 2 on Measures). In particular, DES will compare the resulting final development project for pilot phase applicants against their initial conceptual plan and, when possible, to a conventional project design and evaluate the cost-effectiveness and environmental benefits (e.g., reductions in air and water pollution) provided by the innovative technical assistance and coordinated permitting approach. We anticipate looking at a variety of environmental quality measures, which will be specifically identified and developed as part of the project. The environmental measures are expected to address stormwater management, habitat protection, vehicle travel demand, walkability, and energy use/energy efficiency, among other possible criteria. Based on the projected benefits of the pilot projects, we will estimate the potential environmental benefits of full implementation. Long-term success would result in changes in broad-level indicators of environmental health relative to population growth, although changes in these measures are not expected within the grant period and could not be specifically linked to this grant project.

A key structural/process outcome expected from this project is a shift in the "way of doing business" in New Hampshire with respect to permitting of land development projects to establish a more collaborative permitting process that supports innovative problem-solving and encourages increased adoption of best practices – shifting the paradigm from meeting regulatory minimums to striving to achieve the best possible environmental results. Key long-term measures of the success of this program include the permanent implementation of the alternative procedures developed under this pilot project (with any necessary legislative and/or regulatory/process adjustments) and continuous improvement within our permit processes and coordination/integration efforts.

US EPA ARCHIVE DOCUMENT

Table 2 – Key Inputs, Activities, Outputs, Outcomes, and Measures

Project Element and Performance Question	Proposed Measure(s)
DES Staff Time Input to Project – How much time did the development and implementation of the pilot require?	• Staff hours (tracked with separate site code on timesheets for both development and actual pilot applicants processed) • # internal DES staffing agreements dedicating staff time to this effort • Documentation of changes in staff attitudes/support for innovative permitting approach
Stakeholder (external) Involvement – Have we involved all types of stakeholders and at an adequate level? - Do we have sufficient interest in pilot project?	• Number and affiliation of external stakeholders involved and/or consulted (individuals and groups) • # MOAs with potential pilot participants (municipalities and developers) • # of pilot applicants • Inventory/measure of stakeholder input and how it was used
General Public Outreach and Education Have we reached out broadly to all types of stakeholders? Are our target audiences aware of the availability (and in future – success) of this initiative?	• Number of presentations and/or workshops (and number of attendees)
Pre-application Meetings Conducted/Technical Assistance Provided Are permit applicants/pilot participants interested?	• Number of pre-application meetings conducted • % of pre-application participants that request follow-on technical assistance
Materials on Pilot Program, Guidelines and Procedures Is DES on track in developing the pilot program?	• Draft and final materials developed • # of document requests • # of website hits

Table 2 – Key Inputs, Activities, Outputs, Outcomes, and Measures

Outcome (short-term (ST), intermediate (I), long-term (LT))	**Proposed Measure(s)**
Acceptance of Value of Pre-Application and Technical Assistance Process (internal and external to DES) – (ST)	• Responses to questions during individual conversations, focus groups and discussions with advisory groups (including 1-on-1 follow up) – assessed at initial stage and later on • Level of interest among potential participating communities and developers (applicants) - % of those solicited that participate, # applicants participating in pre-application meeting under pilot, # applicants participating in full pilot following pre-app meeting (opting for higher performance with assistance) • Letters of support from key organizations • Post-participation survey of participants on satisfaction with new process and likelihood of implementing similar practices in future projects
Increased awareness of best development practices (beyond DES permit requirements) (ST/I)	• Pre- and post-project survey of DES pilot staff (and possibly of pilot program participants) • Responses to questions during individual conversations (with pilot program participants – e.g., "did participation in this new process help you identify new practices you previously were not aware of or did not have sufficient information on to implement? What was that practice(s)?) • Adoption of additional practices/techniques/design elements not contained in initial development design
DES permit process improvements, e.g., improved coordination (internal and with local/federal entities) (I/LT)	• Responses to questions during individual conversations (case study follow-up conservations with pilot program participants – e.g., Do you think your participation in the pilot program facilitated your project permitting and approval (at state and local levels)?) • Comparison of permitting/approval timeframes for pilot program participants compared to a sample of non-participants during the same timeframe (recognizing that the pilot project likely "pre-selects" for better performers) or to approval timeframes for participants on previous projects
Increased adoption of best environmental protection techniques, designs, etc. (I)	• Evaluation of concept plan and final permitted plan against evaluation criteria (e.g., possibly "scoring") • Documented changes in project design resulting from innovative process (by comparing concept vs. final plans and follow-up conversations with pilot participants)
Improved environmental protection and performance for pilot program projects (I/LT)	• Estimates of key parameters for pilot projects for concept plans versus final plans, and, when possible, compared to conventional approaches for similar projects (specific measures developed based on standards identified e.g., vehicle-trips generated (estimated vehicle-miles traveled and associated air emissions), % key resource areas disturbed, amount of "effective impervious cover," % stormwater infiltrated, estimated energy & water use, design/construction costs/cost savings. Measures requiring more complicated modeling or detailed information from participants may be calculated only for detailed case studies.
Reduced Environmental Impact of Development (LT)	Expected to be influenced, but changes not solely attributable to this pilot project (e.g., impervious cover per capita, VMT per capita, % of water bodies impaired, # air quality action days, # LEED-certified projects)

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Programmatic Capability

Organizational Capacity and Experience: DES's Commissioner and all applicable senior program managers were involved in formulating and are supportive of this project. This project builds off of several initiatives currently underway to improve permitting processes, increase compliance, and achieve greater environmental performance:

- A comprehensive review of procedures and processes within the Wetlands program;
- Changes to better coordinate inspection and enforcement activities across the Land Management Programs;
- A substantial regulatory update to the Alteration of Terrain (i.e., stormwater management) program and preparation of technical resource materials on updated and innovative stormwater management techniques, including LID practices;
- A new manual on innovative land use techniques and updated recommendations for resource protection (zoning and regulations) for local municipalities to better manage growth to provide for healthy communities and ecosystems; and
- A new Environmental Leadership Program *("Aspiring Leaders")* – launched December 2007 – which includes builders/land developers.

In addition, DES will draw upon our recent experience in conducting pre-application meetings within our individual permit programs and in coordinating with municipal representatives on permit reviews (e.g., Local Conservation Commission input to wetlands permit reviews).

Several builders/developers have expressed interest in pursuing more sustainable-designed projects, including some initial participants in the new *Aspiring Leaders* program (supported under a previous State Innovation Grant). Initial conversations with representatives from this industry regarding the initiative proposed here indicate strong support for this type of approach.

Staffing Plan: Given the substantial and significant nature of this effort, DES anticipates dedicating considerable staff time and resources to successfully conduct the project. We anticipate establishing a high-level position to be filled by someone with experience in project permitting and sustainable development practices to work full-time on this initiative (supported by the grant). DES will also direct substantial leveraged (non-Federally funded) staff time, including ½ time of a senior staff person to oversee the effort (the proposed Project Manager – see attached resume). Senior managers within our Land Management Permit Programs, Watershed Management Bureau, and the Planning, Prevention and Assistance Unit also will be involved in developing the program. In addition, permit program staff time is dedicated (as match) to provide up-front technical assistance and the coordinated permit reviews. DES anticipates using the SIG funds to contract with a pool of consultants to provide targeted expert input to assist DES staff in developing guidance materials and an evaluation framework, defining and providing technical assistance on best practices, and/or assessing existing permit processes to establish the coordinated/integrated permitting approach. The significant involvement of DES staff and strategic use of expert contractor support will enable us to meet an aggressive timeline for implementation of the pilot
and to build adequate staff capacity in support of full implementation of this program following the initial grant.

US EPA ARCHIVE DOCUMENT

Key Personnel

Project Manager: Carolyn Russell, Environmental and Land Use Planner: see attached resume

Key Staff:

Primary staff person - Not yet determined – position cannot be created and filled until grant award is accepted by New Hampshire Governor and Council. Position to be created is a mid-level/senior position, who will be located within the Land Resources Management bureau and supervised by the Project Manager.

Rene Pelletier, Assistant Director of Water Division (and manager of Land Resources Management Program): see attached resume.

Vincent Perelli, Chief Planner: see attached resume.