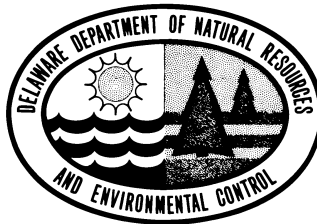
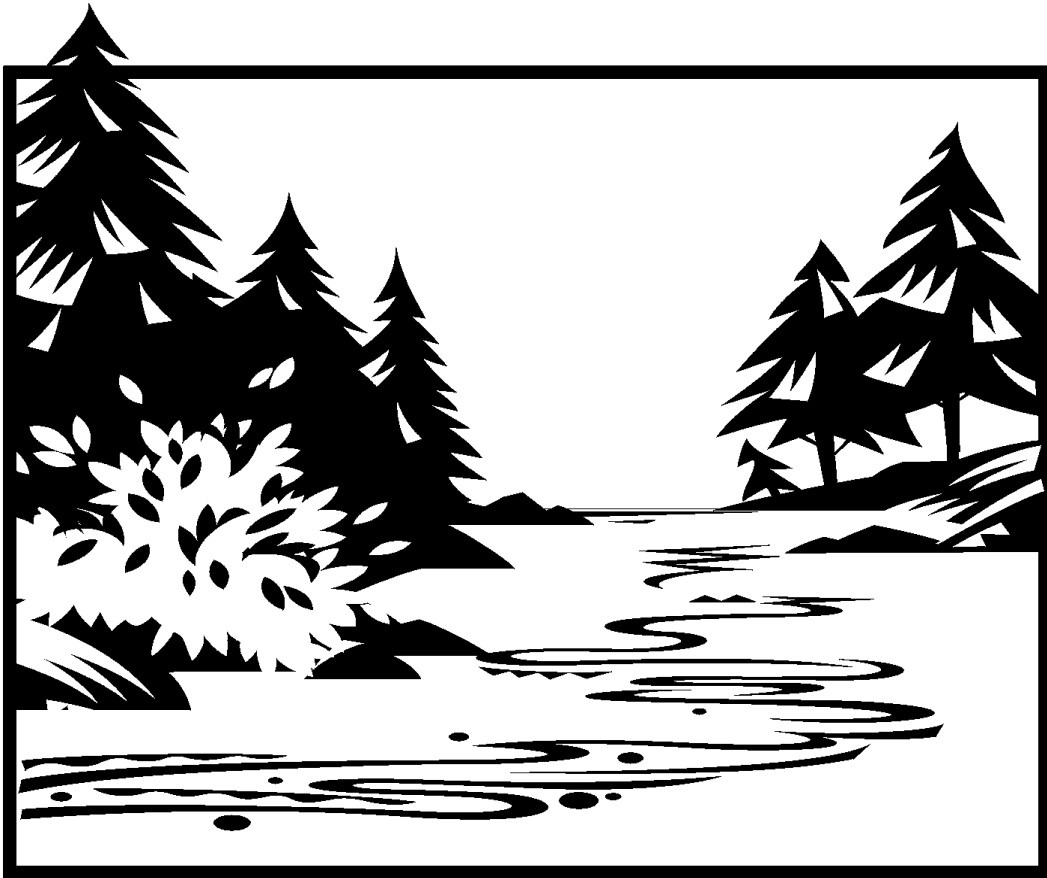


**Department of Natural Resources  
And Environmental Control**

# **Strategic Plan**

**Fiscal Years 2003 - 2005**



**October 31, 2001**

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**Department of Natural Resources and Environmental Control  
Strategic Plan  
Fiscal Years 2003 – 2005  
Executive Summary**

**Goals**

- ?? **Promote Health and Safety**
- ?? **Conserve Plant and Animal Resources**
- ?? **Promote and Provide Recreational Opportunities**
- ?? **Broaden the Commitment to Environmental Protection and Resource Conservation**

**Goal: Promote Health and Safety**

**Strategic Initiatives:**

**1) Protecting and Enhancing Water Quality and Assuring Adequate Water Supply**

- ?? Develop Total Maximum Daily Loads for impaired waterways
- ?? Assist in development and implementation of Nutrient Management Program
- ?? Provide equitable and adequate allocation of water supplies
- ?? Implement source water protection
- ?? Improve stormwater management
- ?? Improving drainage systems for water quality improvements and habitat
- ?? Provide equitable financial assistance to county and municipal governments and landowners to manage wastewater and to promote Livable Delaware growth management goals
- ?? Protect and monitor recreational waters

**2) Improving Air Quality**

- ?? Attain the ozone health standard
- ?? Promote air quality planning into the land use approval process to promote Livable Delaware growth management goals.
- ?? Minimize exceedences of air quality standards and improve visibility
- ?? Assure facility compliance with regulations
- ?? Controlling toxic air emissions

**3) Improving Waste Management**

- ?? Promote increased recycling of municipal and industrial solid waste
- ?? Clean up highest priority hazardous waste sites and place sites back into productive use focusing on development of brownfields in urban and developing areas to promote Livable Delaware growth management goals.
- ?? Assure compliance of hazardous and solid waste facilities
- ?? Assure compliance of underground storage tanks
- ?? Assure compliance of above ground storage tanks

- ?? Assess environmental impacts from salvage yards
- ?? Reduce generation of persistent bioaccumulative toxics.
- ?? Eliminate the threat of methane gas generation, subsidence and property damage from buried debris in residential areas

#### **4) Prevention of Mosquito-borne Diseases**

- ?? Survey mosquito-borne disease viruses that affect humans or domestic animals
- ?? Control mosquito species that are vectors of disease
- ?? Control mosquito populations below nuisance thresholds to prevent disease outbreaks

#### **5) Assuring Safe Construction, Operation and Maintenance of Dams**

- ?? Develop a comprehensive dam safety program
- ?? Develop and implement dam safety regulations and dam inspection standards
- ?? Provide emergency action plans
- ?? Provide assistance to private dam owners

#### **6) Enforcement, Response, Compliance and Outreach**

- ?? Provide timely response to citizen complaints and environmental emergency and non-emergency incidents

#### **7) Improving Coastal Property Protection**

- ?? Reduce impacts to coastal infrastructure from storms

### **Goal: Conserve Plant and Animal Resources**

#### **Strategic Initiatives**

##### **1) Sustaining Tidal Fisheries Management**

- ?? Sustain management of marine fisheries through data collection, analysis, habitat protection and a stable funding source

##### **2) Managing lands for environmental improvements**

- ?? Improve quality of State Park lands and State Wildlife Areas through habitat analysis, management and appropriate recreational uses and infrastructure development
- ?? Enhance wildlife management efforts to stabilize or increase populations
- ?? Enhance the natural areas program

##### **3) Fostering partnerships with private landowners**

- ?? Achieve environmental improvements on privately-owned lands to benefit biodiversity and gain water quality enhancements
- ?? Use partnerships to alleviate development pressure on valuable lands
- ?? Help landowners mitigate damage caused by wildlife such as deer, snowgeese, resident Canada geese and beaver

#### **4) Protecting and Enhancing Wetlands**

- ?? Improve the function and value of coastal and freshwater wetlands
- ?? Safeguard our most valuable freshwater wetlands from growth and development

#### **5) Protecting, restoring and enhancing fisheries and wildlife habitat**

- ?? Maintain and improve management of fish and wildlife populations through planning, assessment and land acquisition

#### **6) Enhancing the management of non-game wildlife and endangered species**

- ?? Improvement management of threatened and endangered species through education, landowner contacts and planning

### **Goal: Broaden the commitment to environmental protection and resource conservation**

#### **Strategic Initiatives**

##### **1) Implementing Delaware's Coastal Zone Act**

- ?? Insure no heavy industry locates in the Coastal Zone and that existing facilities new manufacturing facilities obtain the appropriate permits

##### **2) Enhancing data integration and information management**

- ?? Develop an integrated environmental information system containing facility, permitting, ambient monitoring, natural resource and enforcement data and make it available to the public via the Internet
- ?? Develop public notification system on environmental releases
- ?? Implement e-government initiatives

##### **3) Improving land use coordination**

- ?? Coordinate land use activities with other agencies and county and municipal governments to preserve open space and minimize impacts to air and water quality and habitat
- ?? Promote the goals of Livable Delaware and the Strategies for State Policy and Spending

##### **4) Enhancing public involvement**

- ?? Enhance public access to information related to environmental enforcement actions and unpermitted releases to the environment
- ?? Increase the public's understanding of DNREC, its activities and environmental issues
- ?? Establish baseline data to increase communications efforts to disadvantaged socio-economic populations

##### **5) Improving cultural programs**

- ?? Research cultural and historic resources in State Parks and establish historical interpretive programming
- ?? Establish history and research programs

- ?? Expand and enhance interpretive and exhibit capabilities in the State Park system
- ?? Protect historic and cultural resources on State Wildlife Areas

#### **6) Environmental Assessment/priority issues and implementation**

- ?? By 2003 complete a multi-disciplinary environmental assessment for the entire state through Whole Basin Management Teams.

#### **7) Energy and Environment**

- ?? Minimize environmental impacts from energy production and use

### **Goal: Promote and Provide Recreational Opportunities**

#### **Strategic Initiatives**

##### **1) Responding to growth of the State Parks system**

- ?? Implement entrepreneurial initiatives and increase revenues to support operations and programming
- ?? Provide safe and enjoyable recreational opportunities and visitor services
- ?? Provide additional people resources and equipment for effective operation

##### **2) Beach maintenance and renourishment**

- ?? Achieve no net loss of publicly-owned recreational and protective beach

##### **3) Enhancing park infrastructure, maintenance and restoration**

- ?? Improve curatorial resources and continue restoration efforts of historical buildings in State Parks
- ?? Work with local governments at enhancing parks, greenways and trails

##### **4) Fort Delaware/Fort DuPont improvements**

- ?? Expand operations, staffing and interpretation in order to provide seven day/week service

##### **5) Providing safe boating and wildlife-related recreational opportunities**

- ?? Maintain boating access facilities on Delaware's ponds, rivers, bays and State Wildlife Areas

## **OUR VISION:**

*The Department envisions a Delaware that offers a healthy environment where people include a commitment to the protection, enhancement and enjoyment of the environment in their daily lives; where Delawareans' stewardship of natural resources ensures the sustainability of these resources for the appreciation and enjoyment of future generations; and where people recognize that a healthy environment and a strong economy support one another.*

## **OUR MISSION:**

The mission of the Department of Natural Resources and Environmental Control is to ensure the wise management, conservation, and enhancement of the state's natural resources, protect public health and the environment, provide quality outdoor recreation, improve the quality of life, and educate the public on historic, cultural, and natural resource use, requirements, and issues.

## **OUR CORE VALUES:**

In pursuing its mission, the Department of Natural Resources and Environmental Control will treat its employees and the public with courtesy, respect and consideration, be fair and honest in its dealings, and be mindful of the special qualities that make Delaware a unique place to live and work.

Our Vision, our Mission and literally all of our programs are designed to promote Governor Minner's vision for a Livable Delaware. At the heart of Livable Delaware is what many would call "quality of life" – or enjoying to the fullest what Delaware has to offer in the way of our natural environment, and our cultural, educational, and economic opportunities – for all citizens. We believe that a healthy and vibrant environment is a foundation for all components of our quality of life and will view implementation of all our programs with an eye toward enhancing a Livable Delaware. Furthermore, we recognize that many of our programs can be implemented in a fashion to promote smart growth and curtail undesirable sprawl into our valuable open spaces and unspoiled natural resources habitat.

The people who work at the Department are dedicated to improving and preserving the environment. Highly skilled and culturally diverse, they work with their partners to protect human health, ecosystems, and the beauty of the environment using the best available science. They value and promote innovative and effective solutions to environmental problems. They strive to protect and sustain the productivity of the natural resources on which all life and human activity depend.

As employees of DNREC we pledge to keep these tenets in a constant state of use, challenge and renewal for the good of the people we serve.

1. **SERVICE** - *we are committed and empowered to provide the citizens of Delaware with the highest level of service possible.*

2. **PROFESSIONALISM** - *Employees at all levels will carry out their responsibilities in a professional manner, and with respect for their customers and coworkers.*
3. **RESPONSIVENESS** - *Services to Delaware citizens will be provided in a timely fashion.*
4. **SENSITIVITY** - *we will strive to understand and consider all points of view when making decisions which affect the public.*
5. **COOPERATION** - *we will strive to increase cooperation at all levels; with customers, within and among divisions, with local, county and federal governments, and other state agencies to achieve common objectives, with mutual accountability for achievement of those objectives.*
6. **EFFICIENCY** - *we will operate in a manner that provides reasonable and cost-efficient solutions to environmental challenges.*
7. **BELIEF IN THE POTENTIAL OF PEOPLE** - *DNREC will recruit for a diverse workforce and will tap and expand the capabilities of all employees by leveraging their talents, developing their skills, and setting high expectations.*
8. **CONTINUOUS PERFORMANCE IMPROVEMENT** - *we will continuously improve on the measures of performance which are important to the people we serve by continually changing our processes, practices and systems, and by improving our skills.*
9. **INFORMATION AS A STRATEGIC ASSET** - *DNREC employees will recognize and harness the tremendous power of information to transform the organization, empower the public, and educate.*
10. **PASSION FOR SUCCESS** - *DNREC employees will be relentless in the addressing the needs of the people and the environment of Delaware.*
11. **DIVERSITY** – *DNREC will create a work environment that fosters mutual respect and understanding among all employees and values diversity.*

#### **OUR MANAGEMENT PRINCIPLES:**

DNREC will utilize the following principles in its organizational and environmental management practices.

1. Management of Delaware's environment will be conducted through a **holistic approach** that takes advantage of comprehensive, ecosystem-based management.

2. **Organizational performance** will be based on clear, legitimate measures to ensure accountability and continuous improvement.
3. **Innovation** will be encouraged and utilized in managing our organization and Delaware's environment.
4. Management approaches will nurture an **environmental ethic** among Delaware citizens.
5. DNREC will create and develop **diverse partnerships** that integrate economic development, social policy and environmental protection and rely on clear, effective communication
6. The development, implementation and enforcement of all laws, regulations and policies will result in the **equitable treatment** of people of all races, incomes and cultures.
7. **Information** will be made available Delaware's citizens to assist them in making effective decisions.
8. Utilize DNREC's regulatory and financial assistance programs, where applicable, to support the goals of Livable Delaware.

## **GOAL: PROMOTE HEALTH AND SAFETY**

The health of people, wildlife, and plants are impacted by air quality (ozone and particulates can damage even healthy lungs); water quality (bacteria can make swimmers sick, lack of dissolved oxygen can kill fish); accidents and spills involving petroleum and hazardous substances; mosquitoes and other pests (mosquitoes transmit encephalitis, ticks transmit Lyme disease); open burning (burning of trash and leaves emits cancer causing chemicals); contaminated soils (can result in contamination of drinking water supplies and adjacent surface water bodies) and contaminated fish and shellfish. The Department promotes public safety and helps to ensure a healthy environment and a Livable Delaware for all Delawareans through education, outreach, planning, and regulatory programs.

### **Protecting and Enhancing Water Quality and Assuring Adequate Water Supply**

#### **I. Total Maximum Daily Loads (TMDLs)/Water Quality Standards**

##### **Objective:**

Decrease human contact and health implications due to water borne pathogens and water based vectors by decreasing the combined sewer overflow occurrences in the Christina Basin.

**Activity:**

?? By July 1, 2003, the City of Wilmington will have begun construction to eliminate three of its highest priority combined sewer overflows.

**Objective:**

Increase waterways designated as fishable and swimmable by 5 percent from the 2000 305(b) report by 2003.

**Activities:**

- ?? Coordinate with appropriate local jurisdictions to assure land use decision-making supports meeting Total Maximum Daily Loads (TMDLs) and is consistent with the goals of Livable Delaware.
- ?? Develop and implement outreach/educational programs to raise citizen awareness about TMDLs and involve the public in the process.
- ?? Develop TMDLs according to schedule including the Delaware River by December 2002; the non-tidal portions of Indian River and Bay, Rehoboth Bay and Little Assawoman Bay by December 2003 and the Christina River and Shellpot Creek by December 2004.
- ?? Develop pollution control strategies to meet TMDLs, consistent with Livable Delaware goals, for appropriate waterways within one year of TMDL promulgation.
- ?? For wastewater projects that enhance water quality or contribute to achieving TMDLs, provide up to \$25 million per year in low interest loans and up to \$15 million per year in grants where needed to make such projects affordable.
- ?? Promote Livable Delaware by providing increased emphasis on funding wastewater projects within growth areas as defined by the State Strategies provide for incentives and disincentives in the on-site wastewater program to promote the goals of Livable Delaware.

**II. Nutrient Management****Objective:**

Assist the Nutrient Management Commission in formulating a systematic and economically viable Nutrient Management Program that maintains profitability and improves water quality.

**Activities:**

- ?? Manage and regulate the generation and application of nutrients in order to meet load reduction targets established by approved Total Maximum Daily Loads and meet or exceed surface water quality standards for nutrients by 2007;
- ?? Establish a Nutrient Management Planning program
- ?? Increase the number of acres of fall cover crop to reduce nutrient loadings from 6,200 acres in 1998 to 15,000 acres in 2002.
- ?? Double the number of nutrient management plans developed annually by conservation district planners from 18 per year to 36 per year.
- ?? Provide technical and financial assistance to insure the availability of three economically viable alternative uses for 100,000 tons of poultry litter per year.

- ?? Develop and implement nutrient management plans on 100 percent of all dairy operations in Delaware.

### **III. Source Water Protection/Water Supply**

#### **Objective:**

Assure that all ground waters and surface waters used for drinking water are protected for the long-term goal of meeting Drinking Water Standards.

#### **Activities:**

- ?? Complete source water susceptibility assessments for all public water supply systems by 2003 with 30 percent completed each year beginning 2000.
- ?? Encourage local communities to implement source water protection measures with a goal of 10 systems per year, from 2001, through 2008.
- ?? Coordinate with County and municipal governments to implement requirements of the source water protection legislation.

#### **Objective:**

Provide for the equitable and adequate allocation of surface and ground water supplies through the analysis and issuance of allocation permits to water users.

#### **Activities:**

- ?? Develop and implement recommendations of the Governor's Water Supply Task Force
- ?? Review and approve 30 allocation permits annually for ecological and public health protection
- ?? As part of the development of the Christina River basin pollution control strategy, establish minimum flow requirements in the Christina River, White Clay, Red Clay and Brandywine Creek to protect aquatic communities during drought conditions.

#### **Objective:**

Assure that all drinking water wells are constructed and sited such that public exposure to toxic contaminants is avoided.

#### **Activity:**

- ?? Review and approve 90 percent of water well permits located near contaminated sites for proper placement and construction within two days of receipt of permit application.

#### **Objective:**

Reduce the percentage of all active Leaking Underground Storage Tank (LUST) sites impacting drinking water at any given time to less than 15 percent by 2005

#### **Activities:**

- ?? Clean up releases from underground storage tanks that impact drinking water Of 140 sites with know impacts to groundwater, of those it is estimated that nine cleanups will be completed in FY 02, seven in FY 03 and five each year

in FY 04 and FY 05. These projections are reduced from what had been projected because of the impacts of MTBE.

- ?? Implement the orphan underground storage tank program to utilize the \$500,000 from Hazardous Substances Cleanup Act authorized in the FY 1999 legislation in removal, and clean up of sites with orphaned Underground Storage Tanks (UST) or where the UST owner has proven inability to pay. There are 35 potential sites to be addressed under this program. It is projected that this number will increase over time. The UST program projects that five sites will be addressed each fiscal year so the initial 35 sites are targeted for completion by the end of FY 08.

#### **IV. Improving Stormwater Management**

##### **Objective:**

Manage storm water runoff, as required by the Sediment and Storm Water Management regulations, from 100 percent of new development at the predevelopment rate for the 2-year, 10-year, and (100-year in NCCo.)/24-hour rainfall event.

##### **Activities:**

- ?? Implement National Pollutant Discharge Elimination System Phase II requirements for storm water management.
- ?? Provide sediment and storm water management field inspection on federal and state funded, non-DELDOT construction activities.
- ?? Provide training programs for contractors, developers, animal producers, and agency personnel.
- ?? Develop and implement a non-point source pollution control tracking and monitoring program.

#### **V. Drainage**

##### **Objective:**

Protect 4000 additional acres of land in FY2003 through the construction of drainage, flood control, and water management systems.

##### **Activities:**

- ?? Update and expand best management practices (BMPs) for tax ditch construction, operation and maintenance. Tax ditch BMPs expanded to include riparian buffer development and overflow into wooded wetland floodplains.
- ?? Conduct educational efforts designed to increase awareness in the agricultural community about the importance of wetland and wildlife habitat, BMPs for drainage systems. Pre- and post-construction vegetative and water quality monitoring to determine and minimize potential impacts of tax ditch construction.
- ?? Incorporation of stream restoration techniques where possible and appropriate.

**Objective:**

Reduce wetland impacts by 25% during planning and construction of new tax/public ditch projects and by 10% for maintenance of existing tax/public ditch projects annually through the year 2005 over historical impacts (Previous design and construction did not include BMPs resulting in wholesale disturbance of wetlands).

**Activity:**

?? Update and expand best management practices for tax ditch construction, operation and maintenance.

**VI. Protecting Recreational Waters****Objective:**

Monitor the State's guarded beaches, establish enhanced public notification procedures in the event of unacceptable bacteriological quality, and adopt indicator bacteria criteria to protect swimmers pursuant to the Beach Environmental Assessment and Coastal Health (BEACH) Act and federal regulations by April 2004.

**Activity:**

?? Conduct regular water quality monitoring at Delaware's ocean and bay beaches to assure waters are safe for recreational users and communicate those findings to the public.

**Improving Air Quality****Objective:**

Attain 1-hour ozone standard by 2005 in New Castle and Kent Counties and attain the recently reinstated one-hour ozone standard in Sussex County.

**Activities:**

- ?? Continue to implement audit procedures for the Inspection and Maintenance Program Two Speed Idle Test and evaluate test data.
- ?? Develop and implement audit procedures for the Volume mass Emissions Simulation System (MASS) lane located at the Wilmington Motor Vehicle Inspection Lanes with the goal of testing 200-300 vehicles per year.
- ?? Adopt and implement additional regional and local control measures to remove one-hour ozone standard state implementation plan (SIP) emissions shortfalls.
- ?? Implement the nitrogen oxide (SIP) call to reduce nitrogen oxide emissions to 32 tons/day that contribute to ozone formation and transport.
- ?? Work with other public and private entities to develop or implement transportation and voluntary control programs such as Ozone Action Day.
- ?? Provide for expedited permit reviews in areas designated for growth by the Strategies for State Policies and Spending
- ?? Adopt and implement requirements for Local Air Impact Analyses for new developments

**Objective:**

Minimize exceedences of air quality standards for particulate matter (pm), sulfur dioxide, carbon monoxide and nitrogen dioxide and improve visibility.

**Activities:**

- ?? Continue the operation and maintenance of the particulate matter 2.5 monitoring network.
- ?? Operate the stack-testing program (1,000 – 1,500 tests per year) in support of the enhanced permitting program.
- ?? Implement the nitrogen oxide (SIP) call to reduce nitrogen oxide emissions to 32 tons/day that contribute to ozone formation and transport.
- ?? Participate with regional organizations to assess sources of visibility impairment and initiate control strategy development.

**Objective:**

Ensure that 75 percent of facilities inspected annually are compliant with air quality regulations at time of inspection.

**Activities:**

- ?? Maintain Title V operating permit program. 128 permits issued to date. Issue the remaining 14 permits by 2003 and renew 14 permits per year
- ?? By 2005, complete the 2002 periodic Emissions Inventory for VOC, Nox and CO for the State of Delaware.
- ?? Inspect all major 87 major facilities annually in accordance with the compliance with the compliance monitoring strategy negotiated with EPA.
- ?? Provide assistance to small sources via the Small Business Ombudsman

**Objective:**

Significantly reduce public health risks from toxic air pollutants through development and full implementation of the federal Integrated Urban Air Toxics Strategy following the time-table developed by EPA in the next eight years.

**Activities:**

- ?? Continue expanded air toxics monitoring at the Wilmington air monitoring site. Monitoring will be conducted in accordance with the Integrated Urban Air Toxics Monitoring Strategy and EPA Region III guidance.
- ?? Reduce Reasonably Available Control technology (RACT) levels of VOC and HAP emissions from lightering operations in the Delaware Bay by 95% by 2020 contingent on DRBC oversight committee's recommendations.
- ?? Set level of minimally acceptable controls for newly constructed, non-major stationary sources through rulemaking beginning in 2003.
- ?? Develop required residual risk standards under Section 112(f) of the Clean Air Act by adopting the measures developed by EPA within 18 months of promulgation.
- ?? Continue to develop and implement pertinent air toxic regulations including the Maximum Achievable Control Technology Standards. Adopt 1 Aluminum Smelters and Petroleum refinery standards in 2002.

## **Improving Waste Management**

### **Objective:**

Promote increased recycling of industrial and municipal solid waste and achieve a recycling rate of 30 percent by 2003.

### **Activities:**

- ?? Implement Executive Order 82 and the December 2001 recommendations of the Recycling Public Advisory Council
- ?? Develop beneficial use determination guidelines for solid waste and industrial wastes by June 2002.

### **Objective:**

Clean up seven contaminated properties each year that are on the HSCA inventory list that pose an unacceptable risk to human health and the environment. The HSCA inventory list is a working list of sites in which new sites are added every year. The responsible parties associated with these sites are either unwilling to conduct the remediation on a voluntary basis, or cannot be found, and the State must take the lead with regard to managing remedial activities.

### **Activities:**

- ?? Oversee remedial investigation, feasibility study, remedial design and remedial action at a minimum of seven HSCA sites.
- ?? Provide oversight for the investigation, study, design and cleanup of VCP sites consistent with HSCA.
- ?? Promote field screening procedures to reduce the number of analytical samples sent to the laboratory for full analysis.
- ?? Identify a minimum of seven sites and prioritize them using the Delaware Hazard Ranking Model.

### **Objective:**

Ensure 100 percent of hazardous and solid waste facilities return to compliance within 180 days after inspection.

### **Activities:**

- ?? Specific activities include completion of inspections, development of timely enforcement actions and continued emphasis on compliance assistance where applicable.

### **Objective:**

Clean up and make available for reuse a minimum of thirty potentially contaminated properties per year through the Voluntary Clean-Up Program during FY 2003-2005. The list of Voluntary Cleanup Sites is a working list with new sites being added each year. The number of sites on the list is dependent on the responsible parties willingness to perform the work, the development schedule defined for specific properties, local land use decisions, the amount of

contaminated properties being transacted, and various economic factors including incentives offered by the State.

**Activities:**

- ?? Review a minimum of five applications from site owners for acceptance into the Voluntary Cleanup Program (VCP).
- ?? Assist a minimum of 10 site owners in obtaining grants, loans and tax credits at brownfield sites so that such sites can be put to productive use.
- ?? Promote tax incentives and marketing efforts for brownfields within designated growth areas as found in State required Comprehensive Plans and defined growth areas.
- ?? Provide oversight for the investigation, design, and clean up of a minimum of thirty contaminated properties involved in the Voluntary Cleanup Program consistent with HSCA regulations and guidance.

**Objective:**

Achieve an 80 percent compliance rate for operating Underground Storage Tanks (USTs) by 2005.

**Activities:**

- ?? Through enforcement, reach 100 percent compliance with the 1998 deadline requirements for all regulated petroleum underground storage tanks by 2005.
- ?? Identify unregistered USTs by data comparison and integration with Motor Fuel Tax Administration and through public outreach efforts.
- ?? Conduct Underground Storage Tank facility, tank removal or abandonment and new installation compliance inspections. A total of 100 inspections will be conducted each year. The emphasis will be on new tank installations and compliance inspections to prevent releases and then removal/abandonment inspections.

**Objective:**

Require improved management of above ground storage tanks and the clean up of any releases from above ground storage tank systems.

**Activities:**

- ?? Develop a state above ground storage tank program including fee schedule through legislation

**Objective:**

Minimize impacts of salvage yards on water quality and public health by 2005.

**Activity:**

- ?? The Solid and Hazardous Waste Branch will continue this effort working closely with the Division of Water Resources on best management practices. Specifically over the next 18 months - salvage yards will be identified and initial educational efforts will be completed. Sites will be ranked and initial high priority sites will be investigated.

**Objective:**

Reduce generation of Persistent Bioaccumulative Toxics (PBT) compounds by 50 percent over 1991 generation rates by 2005.

**Activities:**

- ?? Target top 10 PBT generators in the State each year with educational information on the benefits of reducing PBT compounds.
- ?? Conduct Waste Minimization Audits at five of the top 10 PBT generators in 2002/03.

**Objective:**

Eliminate the threat of methane gas generation, subsidence and property damage from buried debris in residential areas.

**Activity:**

- ?? Coordinate and oversee cleanup of approximately 70 debris disposal sites in conjunction with New Castle County and the New Castle Conservation District by 2005.

**Objective:**

Protect lives and the health of citizens of the state living and working in the vicinity of 110 stationary sources having substances on-site that if released, will cause catastrophic health consequences caused by short-term exposures. The facilities must implement a risk management program to minimize the probability of catastrophic events.

**Activity:**

- ?? Inspect 30 facilities annually. This includes compliance inspections to ensure that the facility has a properly functioning risk management program and investigation of incidents to ensure that the facility has taken appropriate actions to prevent reoccurrence.

**Prevention of Mosquito-borne Diseases****Objective:**

Prevent or control transmission of mosquito-borne diseases such as West Nile Encephalitis or Eastern Equine Encephalitis to humans or domestic animals. Sussex or control will be measured in the context of regional findings.

**Activities:**

- ?? Conduct surveillance and monitoring activities, including operating an appropriate number of monitoring stations, to determine occurrence and prevalence of mosquito-borne disease viruses that affect humans or domestic animals.
- ?? Take actions to control larval or adult stages of those mosquito species that serve as disease vectors including treating 300 acres of saltmarsh breeding habitat per year using Open Marsh Water Management.

- ?? Keep pestiferous mosquito populations at tolerable levels for quality of life purposes, maintained below nuisance thresholds, which in turn is the most important public health action to take in preventing transmission of mosquito-born diseases.

### **Assuring Safe Construction, Operation and Maintenance of Dams**

#### **Objective:**

Assure the protection of the human life, property and the environment through the development and implementation of a comprehensive dam safety program

#### **Activities:**

- ?? Develop and implement dam safety regulations and dam inspection standards
- ?? Provide emergency action plans
- ?? Provide assistance to private dam owners

### **Enforcement, response, compliance and outreach**

#### **Objective:**

Provide timely and appropriate response on a 24-hour basis to citizen complaints and environmental emergencies and enforce compliance for other Health and Safety Objectives.

#### **Activity:**

- ?? Improve enforcement and emergency response capabilities through technology initiatives, equipment, training and staff by implementing the requirements of the Career Advancement Program on an annual basis.

### **Improving Coastal Property Protection**

#### **Objective:**

Reduce impacts from coastal storms on buildings and infrastructure built adjacent to the Atlantic Ocean and Delaware Bay.

#### **Activities:**

- ?? Continue regulation of human activities that may impact the coastal dune
- ?? Update the existing regulations governing beach protection and the use of beaches and remap the building setback line.
- ?? Continue renourishment of eroded developed public beaches with sand including the following projects: Lewes – 2002, Slaughter Beach – 2002, Broadkill Beach – 2002-03, Rehoboth Beach, Dewey Beach, Bethany Beach, South Bethany – 2003, Fenwick Island 2004-05.
- ?? Continue partnership with the Federal government to develop and construct comprehensive shore protection projects along the urbanized public beaches.

## **GOAL: Conserve Plant and Animal Resources**

This goal is to conserve and enhance plant and animal communities, through protection and management of species populations and their habitats. This effort involves maintenance of biodiversity, harvest allocation of species populations, protection of ecological functions and processes, and performing educational outreach. Achieving this goal necessitates good quality air, water and soils. Sustaining this goal requires coordination of Department activities and will result in a more Livable Delaware.

### **Sustaining Tidal Fisheries Management**

#### **Objective:**

Manage marine fisheries by complying with the requirements of 21 interstate fishery management plans adopted by the Atlantic States Marine Fisheries Commission, the Mid Atlantic Fishery Management Council and the National Marine Fisheries Service.

#### **Activities:**

- ?? Monitor marine fish populations in Delaware's territorial waters with data collected in adult and juvenile trawl samples, analysis of data sets and conducting periodic stock assessments of different species. Continue to pursue potential sources of revenue to support marine fisheries management.
- ?? Increase investigations of events in the aquatic environments that result in the loss of natural habitat, fish population changes and fish kills.
- ?? Maintain artificial habitat (reefs) to colonize benthic organisms by deploying 6,000 tons of material per year on eleven sites in the Delaware Bay and Ocean.
- ?? Re-establish and monitor a viable commercial oyster fishery with direct harvest from natural oyster beds.
- ?? Develop and implement procedures to document essential fish habitats.
- ?? Improve public participation in marine fisheries management.
- ?? Improve game fish populations in tidal fresh water.
- ?? Mechanically harvest nuisance marine macroalgae in the Inland Bays to maintain water quality, aesthetics and boating access.
- ?? Coordinate marine mammal strandings with other states and the National Marine Fisheries Service
- ?? Monitor blue crab population trends in the State's jurisdictional waters by conducting periodic surveys of stock size and abundance and compiling annual stock assessment.
- ?? Monitor oysters for disease, recruitment and population trends.

### **Natural Lands Management**

#### **Objective:**

Improve the quality of the environment in State Park and Fish and Wildlife lands through habitat analysis, management, stewardship and appropriate recreational uses and infrastructure development.

**Activity:**

- ?? Develop one comprehensive Park management plan and one State Wildlife Area Management Plan annually through the year 2005

**Objective:**

Enhance the state's Natural Areas Program to better protect and manage critical natural areas

**Activities:**

- ?? Identify potential natural areas through a comprehensive survey of state-owned and private lands that qualify as State Nature Preserves.
- ?? Develop one comprehensive, site specific Nature Preserve Management Plan annually through the year 2005 that addresses the environmental protection requirements and management of the site, including recreational use, educational opportunities and future infrastructure needs.
- ?? Implement one Nature Preserve Management Plan annually beginning in 2001.

**Objective:**

Enhance wildlife management efforts to stabilize or increase wildlife and fish populations

**Activities:**

- ?? Update and customize wildlife management practices at each state park annually.
- ?? Identify and control nuisance wildlife species in state parks.
- ?? Identify current resources and practices and develop a fisheries management plan for two state parks annually.

**Fostering Partnerships with private land owners****Objective:**

Achieve environmental improvements to privately-owned open space in order to benefit fish and wildlife populations and enhance water quality.

**Activities:**

- ?? Meet the impoundment restoration goals identified in the Northern Delaware Wetlands Rehabilitation Plan.
- ?? Protect an additional 2,000 acres annually of conservation lands by acquisition and easements with emphasis on upland forests and riparian buffers by 2006.
- ?? Implement the existing state-level responsibilities for achieving the goals and objectives of the North American Waterfowl Management Plan through continued participation by Delaware through partnerships with Ducks Unlimited and other organizations as identified by increased acres managed in the Plan.

- ?? Achieve the environmental improvement objectives for wetlands and fisheries identified in the DNREC/Public Service Electric & Gas (PSE&G) settlement agreement of 1995.
- ?? Reduce nuisance plant species on public and private lands and waters/wetlands in order to improve the natural functioning of these systems. The number of acres or phragmites controlled in aquatic environments will be used to provide success in reducing the estimated 30,000 acres statewide.
- ?? Coordinate the recording of four conservation easements annually by private landowners to further the protection of valuable open space and critical habitats and to preclude development of areas worthy of biodiversity conservation.

### **Protecting and Enhancing Wetlands**

#### **Objective:**

Improve the function and value of coastal and freshwater wetlands for habitat, flood control and water quality enhancements.

#### **Activities:**

- ?? Fully implement the Comprehensive Conservation and Management Plan for Delaware's Tidal Wetlands by year 2003.
- ?? Achieve 25 percent of the impoundment restoration goals identified in the Northern Delaware Wetlands Rehabilitation Plan by year 2003 (complete seven site projects).
- ?? Implement 100 percent of the existing state-level responsibilities for achieving the goals and objectives of the North American Waterfowl Management Plan by the year 2003.
- ?? Achieve by year 2010 the environmental improvement objectives for wetlands and fisheries identified in the DNREC/PSE&G Settlement Agreement of 1995.
- ?? Reduce nuisance plant species on public and private lands and waters/wetlands in order to improve the natural functioning of these systems by a minimum of 2000 acres per year through the year 2003.
- ?? Seek passage of freshwater wetlands legislation in order to preclude development of our state's most valuable freshwater wetlands.

### **Protecting, restoring and enhancing fisheries and wildlife habitat**

#### **Objective:**

Maintain and improve management of fish and wildlife habitats on public lands through planning, assessment and land acquisition.

#### **Activities:**

- ?? Increase the number of acres actively managed for wildlife or fisheries habitats on public and/or private lands by five percent annually.
- ?? Develop one comprehensive Wildlife Area Management Plan each year that provides a basis for habitat and species management, hunting, observation opportunities and that improves the quality of the environment.

- ?? Continue implementation of protection, recovery or management plans (federal or state) for endangered, threatened, or species of special concern on an annual basis for 15 species currently listed.
- ?? Complete a natural community classification document for Delaware, and assign rarity ranks for each community type by 2004.
- ?? Develop a checklist for the flora of Delaware, including bryophytes, and assign a state rarity rank for each taxon by 2004.
- ?? Complete natural heritage inventories of five wildlife management areas by 2010.
- ?? As a growth management tool, protect 10,000 additional acres of land through the Open Space Program, donations and/or conservation easements for parks, wildlife areas, state forests, cultural sites and greenways.
- ?? Control aquatic weeds and algae in public ponds to maintain water quality, aesthetics and boating access.
- ?? Re-examine the Natural Area Inventory for possible changes resulting from new development and educate landowners on the value of our state's natural areas.

### **Enhance non-game wildlife program**

#### **Objective:**

Improve the management of the State's non-game program to protect threatened and endangered species through education, landowner contacts and planning. Success of the program will be determined by the number of landowner contacts and the number of species under active management.

#### **Activities:**

- ?? Provide a stable funding source for the Non-game Program.
- ?? Continue implementation of protection, recovery or management plans (federal or state) for endangered, threatened, or species of special concern such as the bog turtle, Delmarva fox squirrel, songbirds and shorebirds.
- ?? Develop at least one strategy per year to prevent species from coming threatened or endangered.
- ?? Develop and publish a statewide biodiversity assessment

### **GOAL: Broaden the Commitment to Environmental Protection and Resource Conservation**

Economic, environmental, and social problems cannot be addressed in isolation. The Department works in partnership with others to develop strategies that integrate economic development, environmental quality, and social policy making with broad public involvement. Integration means the coordination and/or unification of Department programs and authorities for the purpose of more effectively and efficiently preventing or reducing damage to the environment. This involves a systematic approach that reflects shared goals and takes into account the linkages of the environment, both internally (cross media) and externally with society. "Internal integration" refers to environmental policy actions taken across

media to prevent release of pollutants and control residues. "External integration" refers to incorporating environmental policy into other types of policy ranging from agriculture, transportation, and energy to trade and economic development. The quality of the environment in the next century will largely be determined by the degree to which external integration succeeds. The Department strives to create a widely held ethic of stewardship that strongly encourages individuals, institutions, and corporations to take full responsibility for the economic, environmental, and social consequences of their actions.

### **Implementing Delaware's Coastal Zone Act**

#### **Objective**

Insure that no new Heavy Industry locates a facility within Delaware's Coastal Zone and that manufacturing facilities within the zone obtain appropriate permits and provide adequate offsetting projects for negative environmental consequences.

- ?? Respond to permit and status decision requests according to statutory deadlines.
- ?? Provide for individualized notification of permit or other Coastal Zone Act actions to interested citizens and insure that all actions are taken only after extensive opportunity for public comment.
- ?? By 2003 provide new environmental indicator data (e.g. invasive species coverage such as Phragmites and purple loosestrife) and analysis of historical forest cover for use in DNREC's Environmental Information System.

### **Data Integration/Information Management**

#### **Objective**

- ?? By June 2002, DNREC will complete the ongoing development of an integrated environmental information system containing facility, permitting, ambient monitoring, natural resource and enforcement data. Public information in this system will be accessible through the Internet.
- ?? By June 2002 DNREC will develop a Notification System to notify the public by phone, fax or e-mail of all un-permitted releases to the environment
- ?? Implement an Electronic Document Management System throughout the Department by June 2004.
- ?? Implement e-Government initiatives to sell fishing and hunting permits; sell park passes; accept applications and fees for Septic and Sediment Control Structures; accept Discharge Monitoring reports and Hazardous Waste Manifests; and payment of Underground Tank fees over the Internet by June 2003.

## **Activities:**

### **Environmental Information System**

- ?? Ensure that investments in information resources are optimized in terms of benefit to the Department and its constituents.
- ?? Coordinate the development, maintenance, management, and usage of the Department's information resources.
- ?? Identify and support implementation of technology-enabled enhancements for service delivery such as electronic document management, data integration, e-Government, electronic reporting, public access via the Internet, etc.
- ?? Manage the operation of a system to notify the public of un-permitted environmental releases.

### **Windows 2000 Migration**

- ?? Prepare a Study of the Existing System and Recommend a path forward for migration by October 2000
- ?? Conduct a pilot migration for a small organizational unit within DNREC by March 2001
- ?? Conduct full migration according to the plan to be laid out by the Office of Information Services

## **Land Use**

### **Objective:**

Coordinate land use activities with other agencies and county and municipal governments to preserve open space, and minimize impacts to habitat, air and water quality.

### **Activities:**

- ?? Actively participate in the Livable Delaware program in concert with the Office of State Planning and Coordination and work to implement DNREC's Livable Delaware Implementation Plan
- ?? Work in conjunction with the Office of State Planning in revising the LUPA process to be more inclusive in what properties undergo LUPA review and in attaining better information on sites undergoing review
- ?? Clean up and make available for reuse eight Brownfields sites annually
- ?? Complete eight Brownfields Environmental Assessments at sites targeted for redevelopment.
- ?? Complete by 2003 a statewide inventory of Brownfields sites located in Delaware.
- ?? Assist communities by providing alternative funding sources, such as the 21<sup>st</sup> Century Fund, for water and wastewater infrastructure.
- ?? Assist the counties in the final preparation of their Comprehensive Plan updates, conduct a formal review of those updates under LUPA, and provide technical assistance to the counties in implementation of their Comprehensive Plans to ensure compliance with "Shaping Delaware's Future: Managing

Growth in the 21<sup>st</sup> Century Delaware, Strategies for State Policies and Spending.”

- ?? Protect 10,000 additional acres of land through the Open Space Program, through purchase, donation and conservation easements, by 2002 for parks, wildlife areas, state forests, cultural sites and greenways.
- ?? Participate with the Cabinet Committee on State Planning Initiatives

### **Public Involvement/Public Outreach**

#### **Objective:**

DNREC will enhance public access to information related to enforcement actions and unpermitted releases to the environment.

#### **Activities:**

- ?? DNREC will provide weekly updates to its web site regarding criminal warrants and notices of violations issued and, as needed, administrative enforcement actions taken.
- ?? By early 2001, DNREC will develop a database, to be available on the Department web site, that will document unpermitted releases to the environment within 24 hours (or the next business day) of confirming such releases.

#### **Objective:**

DNREC will increase the public's understanding of the agency, its activities and environmental issues.

#### **Activities:**

- ?? Produce communication products such as the weekly DNREC News packet and Outdoor Delaware magazine for citizens, media, conservation organizations, elected officials and business leaders.
- ?? Participate in special events such as Coast Day, Delaware State Fair and others.
- ?? Develop and implement environmental education programs with Department of Education.
- ?? Coordinate with constituents on issues of special concern to further educational efforts through workshops, conferences and publications.
- ?? Offer educational programs and “hands on” environmental experiences through State park facilities, the St. Jones Reserve and the Aquatic Resource Education Center.
- ?? Establish a program to bring together community groups, schools, religious organizations and local governments to develop pollution prevention strategies for their organizations.

#### **Objective:**

DNREC will establish baseline data to increase communications efforts by targeting disadvantaged socio-economic populations on environmental issues, which may affect those population groups. The communications effort will then increase 25 percent annually after this year 2000 target.

**Activities:**

- ?? Work with the Community Involvement Advisory Council in implementing its recommendations for Department actions and procedures addressing communication issues, identifying impacted communities and public involvement – input into the decision-making process.
- ?? Train Department staff in communication skills specifically relating to communicating with the Department.
- ?? DNREC will work with interested communities to replace failing on-site wastewater systems and unsafe drinking water wells.

**Objective:**

By January 1, 2003, establish a recognition program for business and industry where facilities which exhibit good compliance histories and utilize Environmental Management Systems are credited for their superior performance and commitment to Delaware's environment .

**Activity:**

- ?? Work with chambers of commerce and business representatives in crafting the recognition program that is relatively easy to implement and provides meaningful recognition to participating businesses.

**Cultural Programs****Objective:**

Research cultural and historical resources in state parks and to establish historical interpretative programming, including living history and assist all DNREC programs in meeting their responsibilities, under state and federal preservation laws.

**Activities:**

- ?? Locate and identify prehistoric and historic cultural resources on one percent of DNREC landholdings annually
- ?? Develop cultural resources management plans for two state parks, nature preserves, or wildlife areas by 2004
- ?? Identify and document at least one significant folklore resource in Delaware annually.

**Objective:**

Establish separate History and Research Program and required staffing to meet increased research and interpretation demands

**Activities:**

- ?? Increase research for historically accurate living history programs at four state parks by 2002.
- ?? Provide historical research for restorations, historically accurate furnishings, interpretation, education, exhibits and publications.

**Objective:**

Expand and enhance interpretation and exhibit capabilities in the State Park system to help increase citizen participation in Park programs.

**Activities:**

- ?? Renovate one major exhibit at the Brandywine Zoo annually.
- ?? Implement an exhibit signage system at the Brandywine Zoo in 2001.

**Watershed Management****Objective:**

By 2003 DNREC's Whole Basin Management Program will complete a multi-disciplinary environmental assessment for the entire state. The assessment data and information will be featured in a series of assessment reports that will contain prioritized recommendations, data, information and Geographic Information System coverages relating to geology, soils and sediments, demographics, contaminants, air quality, water resources, wetlands, living resources and land use analysis.

**Activities:**

- ?? Complete Inland Bays/Atlantic Ocean Assessment Report and finalize GIS coverages following the mapping standards developed by the Chesapeake Basin Team by 2001.
- ?? Finish Delaware Bay and Estuary Assessment report and develop and prioritize recommendations by 2002.
- ?? Update Piedmont Assessment report by 2003; activities include revision of GIS coverages, reevaluation and reprioritization of recommendations and update to text.
- ?? Incorporate key information and recommendations from all four Basin Team Assessment reports into one document to include all statewide GIS coverages by 2004. Report would include information on recommendations being implemented and priority projects recommended for implementation.
- ?? Develop public outreach documents for the Chesapeake and Delaware estuary basins by 2003.

**Energy and the Environment****Objective**

Minimize environmental impacts from energy production and use, both for electrical generation and transportation use.

**Activity:**

Coordinate with the Governor's Office, State Energy Office, the Public Service Commission, the General Assembly, utilities and other interested parties in development of a long range energy plan for Delaware which emphasizes environmentally preferential energy options, including conservation, alternatives and renewables.

## **GOAL: Promote and Provide Recreational Opportunities**

Recreational opportunities that allow Delawareans to enjoy natural resources and open spaces, contribute to and enhance our quality of life and result in a more Livable Delaware. The Department strives to provide recreational opportunities while balancing resource protection with resource use. A diverse system of state parks and wildlife areas that protects natural resources and provides recreational and environmental educational opportunities is crucial. Achieving this goal requires good quality air, water and soils, plus healthy living resources. Sustaining this goal requires coordination of Department activities. This effort involves provision of public access and other recreational facilities, balancing multiple uses, and performing educational outreach.

### **Response to Growth of the State Parks and Fish and Wildlife Areas**

#### **Objective:**

Continue to implement innovative entrepreneurial initiatives and increase revenues to support operations and programming.

#### **Activities:**

- ?? Increase park and facility revenue through legislative approval for increased entrance fees, expanded fee collection seasons and special use fees/charges.
- ?? Expand the use of e-Government initiatives for better availability of information, resources, reservations and other business services that have the potential for increasing revenue and providing a higher level of customer service.
- ?? Develop a comprehensive retail program, including nature stores, offering visitors the opportunity to purchase appropriate souvenirs, Delaware made products and other commodities which support or enhance the park experience.
- ?? Develop new public use facilities for State Wildlife and Fisheries Areas to provide the infrastructure needed to promote ecotourism in Delaware.
- ?? Develop business plans for all new special use facilities, retail sales programs and special events to ensure self-sufficiency.

#### **Objective:**

Provide safe and enjoyable recreational opportunities and visitor services for all parks.

#### **Activities:**

- ?? Increase number of people participating in park programs by 2.5% annually through 2003.
- ?? Reduce the number of visitor and employee accidents in state parks.
- ?? Enhance recruitment efforts for seasonal employees and address salary compensation issues for increased retention rate.

- ?? Achieve minimum staffing levels for safety/enforcement needs at all parks.
- ?? Perform routine safety inspections on all playground equipment to ensure they meet National Playground Safety Standards.
- ?? Revise current regulations concerning use of the land and water Conservation Program to make more monies available to local governments for park acquisition, greenways and trails.
- ?? Continue creative partnerships with profit and not-for-profit organizations to provide park services and raise funds.

**Objective:**

Provide maintenance support and equipment necessary for effective operation of all state park facilities.

**Activity:**

- ?? Develop comprehensive maintenance management plans for all state parks, which include replacement schedule for vehicles and major equipment.

**Maintaining Wide Recreational Beaches**

**Objective:**

Achieve no net loss of recreational and protective beach area along the publicly accessible, developed portions of the Delaware Bayshore and Atlantic Ocean coast as measured on a 3 to 7 year re-nourishment cycle.

**Activity:**

- ?? Work with the Army Corps of Engineers to identify sand locations to use for several upcoming renourishment projects.
- ?? Continue partnership with the Federal government to develop and construct comprehensive shore protection along urbanized public beaches.

**Enhance Park Infrastructure, Maintenance and Restoration**

**Objective:**

Improve cultural artifact curatorial resources and continue restoration of historical buildings throughout the State park system.

**Activities:**

- ?? Implement a resident curatorship program for appropriate state park facilities by 2004.
- ?? Continue restoration efforts at Fort Delaware through 2004 to develop as a regional tourist destination.
- ?? Continue implementation of historic restoration/preservation and adaptive reuse of facilities for the general public. (i.e. Judge Morris Estate, Cleaver House, Blue Ball Barn)
- ?? Initiate preservation and renovation efforts of historic sites at Fort DuPont, Cape Henlopen, Trap Pond, Brandywine Creek and Wilmington State Parks to allow for public access, interpretation and other public programming.

## **Fort Delaware/Fort DuPont**

### **Objective:**

Expand operation, maintenance and interpretative/living history service and required staffing to meet increased demands for implementation of a seven-day-a-week operation consistent with all other parks.

### **Activities:**

- ?? Pursue a capital funding campaign goal of \$2.5 million by 2003 from individual, corporate and foundation sponsors.
- ?? Develop a plan for overnight accommodations in the Fort in 2003.
- ?? Expand visitor center to two floors by 2004 and include new displays, hands-on exhibits and theatre for viewing films on Fort's history.
- ?? Strengthen Parks and Corrections Training Program (PACT) partnership with the Department of Corrections to ensure maximum inmate participation.

## **Providing Boating Opportunities**

### **Objective:**

Provide safe, enjoyable boating opportunities on Delaware's waterways

### **Activities:**

- ?? Rehabilitate at least one major public fishing and boating facility a year in order to provide 200,000 marine anglers and 40,000 boat operators, safe and convenient access to tidal waters.
- ?? Maintain twenty-nine non-tidal fishing and boating areas for safe and convenient access to public ponds and lakes.
- ?? Maintain and mark inland waterway navigational channels for the boating public.