

Groundwork Jacksonville: Feasibility Study & Launching Strategy



Hogans Creek, an undervalued and neglected community resource identified as a flagship project by the Groundwork Jacksonville Steering Committee

Groundwork Jacksonville Steering Committee

Summer 2014

www.groundworkjacksonville.org



EXECUTIVE SUMMARY

On June 30, 2014, the Groundwork Jacksonville Steering Committee unanimously voted to approve its Feasibility Study and submit it to the Groundwork USA board, which then reviewed and approved it. On September 16, 2014, the completed and approved Launch Strategy was submitted to the Groundwork USA board, which commended both the Feasibility Study and the Launch Strategy and offered an enthusiastic go-ahead for the launch of Groundwork Jacksonville!

The Groundwork Jacksonville Steering Committee, comprised of local city, non-profit, community and business representatives, was formed primarily to respond to the vast need for environmental and community revitalization in the Historic Springfield and Eastside neighborhoods bordering downtown Jacksonville. Their application to establish a Groundwork Trust in Jacksonville was approved in October 2013, and work on the feasibility study began in earnest in January 2014. The feasibility study process was undertaken and completed by the Groundwork Jacksonville Steering Committee in partnership with Groundwork USA, with guidance from the National Park Service's Rivers, Trails and Conservation Assistance Program and the U.S. Environmental Protection Agency. This process was designed to identify on-the-ground project and program needs in the community, assess existing assets and resources, and outline a structured plan for establishing Groundwork Jacksonville that would address these needs and make its community-driven vision of restoration and renewal a reality.

As the planning process proceeded, it became clear that the heart of Groundwork Jacksonville's vision is the restoration of Hogans and Deer Creeks and the creation of a greenway to Jacksonville's Northbank Riverwalk. This greenway will connect the neighborhoods of Historic Springfield and Eastside and their residents to the urban center and bring downtown closer to the heart of this community. Folded into this vision is also a strong role for Groundwork Jacksonville to transform the many brownfield sites and reclaimed vacant lots in Historic Springfield and Eastside into community assets, with the recently remediated Klutho and Schell Parks and the slated for remediation Confederate Park most immediate in its project slate.

Groundwork Jacksonville's identity will be that of a neighborhood and community-based environmental organization focused on revitalizing the neighborhoods of Historic Springfield and Eastside. The Steering Committee has identified five major program areas through which the organization will realize its vision and implement projects: Urban Waters, Brownfields to Green Space, Green Team Youth Education and Workforce Development, Health and Wellness, and Parks and Recreation.

This *Feasibility Study and Launching Strategy* compiles a comprehensive and detailed project and program portfolio for Groundwork Jacksonville, along with a plan on how to build the organization; documents the meetings held with local partners, funders, community leaders and residents over the course of the Feasibility Study process; and outlines a plan on how to implement and fund identified projects and programs over the short- and long-terms. Thus the Feasibility Study process resulted in a strategic plan for Groundwork Jacksonville that offers a clear path to pursue its mission.

Groundwork Jacksonville is off to a great start. This blueprint will guide the organization through the next three years to accomplish community goals to: clean up and enhance the environment; provide employment opportunities to local residents, especially youth; provide support to existing businesses and encourage start-ups; enhance the quality of life for residents by improving parks, green canopy, and recreational and fitness amenities; and increase access to fresh foods through community gardens, urban farms and neighborhood markets.

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Summary of Vote and Approval

On June 30, 2014, the Groundwork Jacksonville Steering Committee voted to unanimously approve the conceptual feasibility study and submit it to the Groundwork USA board, which approved it and authorized the Steering Committee to move ahead with the Launching Strategy.

Members in attendance on June 30th included: Ken Covington, Mark Middlebrook, Dave Roman, Dawn Emerick, Quinton White, Heather Ireland, Christina Parrish, Marc Hudson, Jeff Foster, Eugene Montgomery and Reginald Lott. Members who were not present submitted their vote electronically, and are as follows: Wynetta Wright, Daryl Joseph, Lisa Rinaman, Annie Bean, and Barbara Goodman (*Appendix A* contains a list of the Steering Committee members and their affiliations).

On September 16, 2014, the completed and approved Launch Strategy, along with a letter of endorsement from Mayor Alvin Brown of Jacksonville, was submitted by the Groundwork Jacksonville Steering Committee to the Groundwork USA board, which approved it enthusiastically and gave the go-ahead for the launching of Groundwork Jacksonville.

1. INTRODUCTION

The Groundwork Jacksonville Steering Committee was formed primarily as a way of responding to the vast need for environmental and community revitalization identified in the Historic Springfield and Historic Eastside neighborhoods bordering downtown Jacksonville. At its core lies the vision of restoring Hogans Creek, an important tributary of the St. Johns River system, and creating a greenway to Jacksonville's Northbank Riverwalk, connecting the neighborhoods and their residents to the urban center and bringing downtown closer to the heart of this community (See *Appendix B* for map of target area).

Various studies have identified these two neighborhoods as facing a heavy environmental burden. Community improvement and environmental restoration plans, including ones sponsored by the City of Jacksonville, the U.S. Environmental Protection Agency (EPA), U.S. Army Corps of Engineers (ACOE), St. Johns River Water Management District (SJRWMD), Florida Department of Environmental Protection (FDEP) and the Local Initiative Support Cooperation (LISC), clearly articulated the areas of need, community priorities, and project possibilities. While the community has seen some physical and economic improvements through an influx of resources and attention in the past few years, there remains considerable frustration around the inability to make more clear and tangible progress on much-needed revitalization.



Hogans Creek as it flows through Klutho Park in Springfield.

The Groundwork Jacksonville Steering Committee, led by the Mayor's Office, the City of Jacksonville's Solid Waste Division and the City of Jacksonville's Brownfields Division and the non-profits Springfield Preservation and Revitalization (SPAR) and LISC Jacksonville, currently includes diverse representatives from a wide variety of constituencies in the Historic Springfield and Historic Eastside neighborhoods, including community groups, local government agencies, academic institutions, brownfields programs, businesses, non-profits, and environmental and civic groups.

The Letter of Interest (LOI) submitted to the National Park Service (NPS) for a new Groundwork Trust in Jacksonville was part of an overall effort by the City of Jacksonville and community leaders to draw in resources, provide a closer connection to EPA and NPS, and bring in technical know-how to get planned environmental restoration projects implemented. In October 2013 Jacksonville was selected to develop a new Groundwork Trust, joining the Groundwork USA network of local non-profits across the country.

History & Background

Eastside, or East Jacksonville, is a residential neighborhood located directly to the east of Downtown and Springfield. Eastside is now best known for containing Jacksonville's sports complex, including EverBank Field, Jacksonville Veterans Memorial Arena, and the Baseball Grounds of Jacksonville.

The original East Jacksonville development was a small residential community located east of the pre-consolidation City of Jacksonville along the St. Johns River, founded shortly after the Civil War. Two other communities grew up around this time; Oakland and Fairfield. Oakland, located just north of East Jacksonville, was a working-class, largely African-American community. Fairfield was located farther east, along the northward bend of the river. Fairfield was the location of Jacksonville's first Fairgrounds, which was the source of its name. In 1887 all three communities were among those annexed by Jacksonville. They soon grew into one continuous neighborhood, Eastside.

The Eastside has remained the center of Jacksonville's annual fair and sports complexes, as well as a center of industry in the city. Eastside has considerable frontage on the St. Johns River and has long been a center for port related industries, with a now defunct port terminal operating out of the "dockyards" and the still functional Talleyrand terminal of Jacksonville. As with other inner city neighborhoods across the United States it underwent precipitous decline since the mid-20th century. For many years, the commercial district on Florida Avenue (now A. Philip



Inside the Oakland Grammar School in 1957.



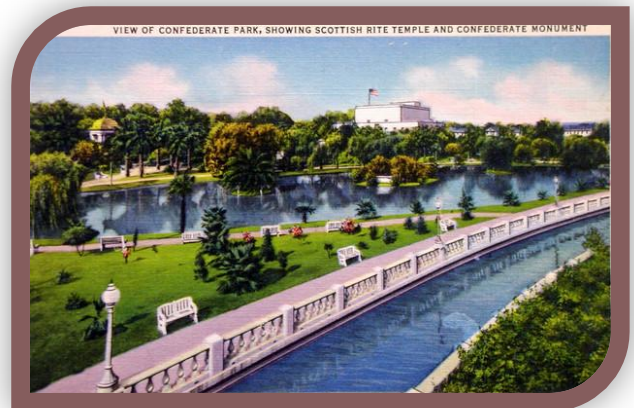
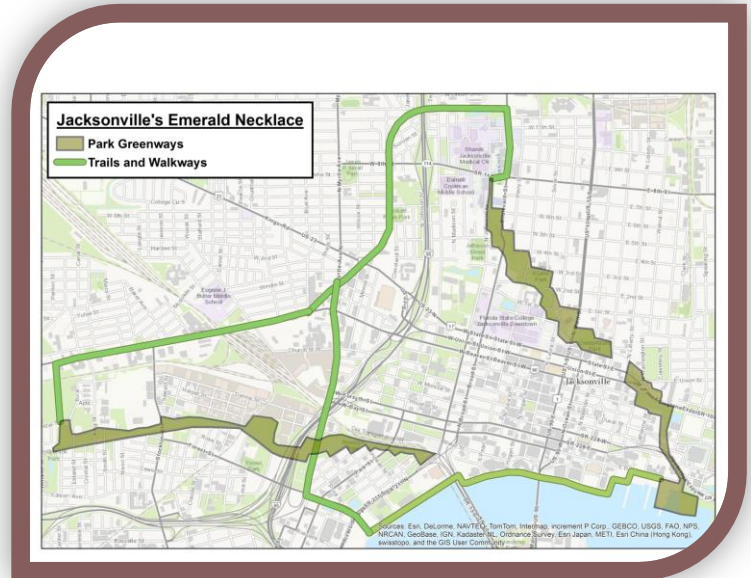
The Brown Eastside Branch public library opened in 1961 at the corner of East 4th and Harrison Streets. The library is named after Raiford A. Brown, a prominent neighborhood resident.

Randolph Boulevard) was a major neighborhood center. However, many of its shops were destroyed in a 1969 riot that started when a white salesman shot a black resident.

Neither the Avenue nor the neighborhood has recovered. In more recent times a range of city programs under various administrations have attempted urban renewal programs in Eastside with mixed success.

Springfield is a historic residential neighborhood located immediately north of Downtown. The original Springfield development dates to 1869; absorbing other developments until it was annexed by Jacksonville in 1887. Springfield had the good fortune of avoiding the Great Fire of 1901, which outside of the Chicago Fire was the greatest fire in U.S. history. The conflagration consumed 146 urban blocks of LaVilla and Downtown only stopping at Hogans Creek, the boundary between Springfield and Downtown. Afterwards Springfield became home to many of Jacksonville's wealthiest residents with many lavish houses being built. Famed architect Henry Klutho took the opportunity to move to Jacksonville from New York City after the fire and helped rebuild downtown, but also built and designed a number of structures in and around Springfield. One key feature designed for Springfield by Klutho is Klutho and Confederate Parks (formerly Dignan and Springfield Park) along Hogans Creek. As Klutho was a member of the prairie school of architecture, Jacksonville has the largest number of prairie school style buildings outside of the Midwest.

After this period of booming, Springfield began to decline fairly rapidly due to a series of poor zoning decisions. Klutho and Confederate parks were left to neglect, several flood control reservoirs associated with the park were filled in and flooding and water quality issues in the creek increased. In 1975, a historical society was formed to preserve the historic nature of Springfield and was successful in obtaining National Historic Register status. Neighborhood associations, the community, government and non-profits have been successful in revitalizing much of the neighborhood, albeit in fits and starts.



Confederate Park envisioned in The Hogans Creek Improvement Project of 1929-30, designed by architect Henry Klutho (1873-1964) and engineered by Charles Imeson.

Both the Historic Springfield and Eastside¹ neighborhoods are adjacent to Hogans Creek, one of two waterways with nearby parks that make up the “Emerald Necklace”.

This “necklace” was championed by famed architect Henry Klutho in the early 20th century following the Great Fire of 1901, which wiped out 2,368 buildings and left nearly 10,000 people homeless. The Great Fire was Jacksonville’s most destructive event in history and destroyed the majority of Downtown Jacksonville. The string of parks lining Hogans Creek makes up 37-acres of green space. However, it is well known that both of these neighborhoods are the most environmentally challenged in Jacksonville, and contain both large and small scale contaminated sites.

The Duval County Health Department has designated Hogans Creek and Long Branch (tributaries to the St. Johns River) as unfit for bodily contact due to high levels of fecal coliform bacteria in the water. Swimming and playing in Hogans Creek and Long Branch and other area creeks is not recommended because of the risk of exposure to pathogens and resulting infection from contact with the water.

Additionally, the Duval County Health Department issued a Fish Consumption Advisory for Hogans Creek and Long Branch in Health Zone 1 of the City of Jacksonville. The Advisory warns people to not eat fish from these creeks due to elevated levels of chemicals called polyaromatic hydrocarbons (PAHs) and the pesticide dieldrin. Additional chemicals of concern found in the fish include polychlorinated biphenyls (PCBs), dioxins, and the pesticides: chlordane, heptachlor epoxide, and inorganic arsenic.

Historic Springfield and Eastside, both in the 32206 zip code, have a large low-income population – demographically about 80% African American and 17% White. Annual family incomes average \$25,000 with 17% unemployment, 33% living below the poverty line, and 90% of residents with a high school degree or less.

Because of the environmental and economic issues in these two communities, they were included in the recent Jacksonville Integrated Planning Project sponsored by EPA and administered by SKEO Solutions. LISC also selected Historic Springfield and Eastside as the target area for one of two Empowering People & Inspiring Change (EPIC) neighborhoods, and completed significant studies that lead to a Quality of Life Plan that now requires implementation.

Evolution of Steering Committee & Existing Plans

The Steering Committee was initiated by the City of Jacksonville Mayor’s Office and Solid Waste Division which saw a role for a Groundwork Trust in cleaning and restoring Hogans Creek, and in repurposing for community benefit brownfield sites being cleaned and remediated in the operating area. The Steering Committee brought together community leaders, non-profits and businesses to serve the cause. They formed a coalition of committed individuals who saw Groundwork Jacksonville as providing them with the best opportunity to more effectively unite

¹ For the remainder of this study, “Historic” before both Springfield and Eastside indicates that both neighborhoods are included in the historic description.

different groups behind the common cause of improving the Historic Springfield and Eastside neighborhoods.

The major documents and plans that informed this effort are:

- Hogans Creek Master Plan, for City of Jacksonville (COJ) 2010
- Jacksonville Integrated Planning Project (JIPP) report 2012
- LISC Historic Eastside/Springfield Community Quality of Life Plan 2012
- The Environmental Justice Showcase Communities Pilot Program Analysis 2012
- Jacksonville Metropolitan Community Benefit Partnership: Community Health Needs Assessment 2012
- North Florida TPO Bicycle and Pedestrian Plan 2013
- U.S. Army Corps of Engineers Hogans Creek Watershed Plan 2012; and
- Celebrating the River: A Plan for Downtown Jacksonville (Downtown Jacksonville Master Plan) for the City of Jacksonville 1999

Utilizing the existing plans as a foundation to begin work (all available on Groundwork Jacksonville's website: <http://groundworkjacksonville.org/index.php/board/resource-documents>), the Steering Committee conducted one-on-one informational interviews with key organizational representatives to explore possible partnerships around projects and programs with the future Groundwork Trust. The Steering Committee members also collectively bring a wealth of community experience and project expertise to the team and have contributed that knowledge base to refining and articulating an identity, project and program portfolio, as well as an organizational plan for Groundwork Jacksonville and this Feasibility Study.

Identity of Groundwork Jacksonville in the Community

Groundwork Jacksonville's identity will be that of a neighborhood and community-based environmental organization focused on revitalizing the neighborhoods of Historic Springfield and Eastside by implementing tangible improvements to the physical environment; enhancing environmental stewardship; developing cultural and recreational programming; as well as employment training. Groundwork Jacksonville's flagship project will be the environmental restoration of Hogans and Deer Creeks.

Groundwork Jacksonville will address the restoration of two estuarine tributaries, Hogans and Deer Creeks, which flow into the St. Johns River in or near downtown. Restoring these waterways offers tremendous community benefits, such as: revitalize economic activity in downtown and the urban core, increase recreational opportunities, provide more green space, improve access to the river and surrounding neighborhoods, educate the community about these special waterways, and enhance the overall health of the St. Johns River basin. Over the years, planning efforts consistently recognized the unique opportunities provided by Hogans Creek, including *Celebrating the River: A Plan for Downtown Jacksonville* in 1999 and the *Hogans Creek Masterplan* in 2010. This roadmap identified Hogans Creek as a vital link to a proposed "emerald necklace" that would "function as the seam binding individual neighborhoods together," help create "a strong and accessible open space and recreation system," and "be one of the downtown's primary recreational amenities and links to the St. Johns River." Groundwork Jacksonville will serve as a catalyst for the eventual restoration of Hogans and Deer Creeks, helping to engage critical stakeholders and ensure the needs of the community and the creeks are identified and prioritized, with projects and programs effectively implemented and executed.

The restoration of these creeks will help to resolve a significant environmental injustice, contribute to the economic revitalization of downtown and surrounding neighborhoods, provide much-needed recreational opportunities for the community, and improve the health of the St. Johns River system.

The Hogans Creek Master Plan undertaken by the Parks, Recreation and Community Services Department of the City of Jacksonville provides a pathway for restoring Hogans Creek and its adjacent parks that will inform Groundwork Jacksonville's core environmental projects. The Jacksonville Integrated Planning Project (JIPP) Report is a model identifying cross-agency and community based opportunities to improve the quality of life in Jacksonville's Health Zone 1. The JIPP Report highlights the extremely high environmental and economic burden faced by the residents of Springfield and Eastside. The JIPP Report advocates community actions focusing on the target areas which include building a strong coalition that will develop a community-driven agenda that will bring city, state and federal resources to help the community.



The May 2014 Steering Committee meeting included a neighborhood tour. Several steering committee members talk among themselves in the survey building which is located in Confederate Park. Starting at the top of the circle and working clockwise: Christina Parrish, Daryl Joseph, Jeff Foster, Anjali Chen and Dave Roman.

LISC built on this, and led a community engagement process that involved more than 100 interviews with neighborhood residents, business owners, and community leaders. It is clear from this intensive community engagement that citizens are frustrated about participating in many studies and surveys without seeing any real changes occur. Residents want to participate in the revitalization of their community through tangible projects with immediate impact.

The Steering Committee members collectively see the potential for real change in a collaborative, comprehensive and direct hands-on approach using the nationally tested Groundwork model of community renewal through environmental restoration.

Furthermore, the Steering Committee recognizes that the Groundwork model of neighborhood renewal could be replicated in the future in other Jacksonville communities upon success in the Historic Springfield and Eastside neighborhoods. Groundwork

Jacksonville sees itself as being a good fit for working on the restoration of McCoy's Creek watershed which completes the western portion of the "Emerald Necklace".

Mission & Vision for Groundwork Jacksonville

The Steering Committee strongly espouses the mission of the Groundwork USA network "to bring about the sustained regeneration, improvement and management of the physical environment by developing community-based partnerships that empower people, businesses and organizations to promote environmental, economic and social well-being." The Committee supports the objectives of the Groundwork USA network to:

- Increase the capacity of communities to improve and care for their local environment.
- Reclaim vacant and derelict lands for conservation, recreation and economic development.
- Clean up and care for neglected areas to signal community pride and rejuvenation.

- Return brownfields to economically productive use while restoring blighted landscapes with healthy environments.
- Integrate environmental education and job training into projects it undertakes.

Vision Statement:

Groundwork Jacksonville envisions a future of Historic Springfield and Eastside that includes healthy neighborhoods free of brownfields and other toxic sites, clean waters for our children to play and fish, well-maintained scenic parks for all of the city to enjoy and the development of a community stewardship ethic that ensures these positive community changes are guaranteed for the future.

The Committee seeks to achieve this by acting as a neighborhood and community-based environmental organization focused on revitalizing the neighborhoods of Historic Springfield and Eastside by implementing tangible improvements to the physical environment, enhancing environmental stewardship, developing cultural and recreational programs, leadership and employment training programs benefitting youth and adults in the community by creating community-based partnerships that empower people, businesses and organizations to promote environmental, economic and social well-being. Groundwork Jacksonville's flagship environmental project will be cleaning up Hogans and Deer Creeks and maintaining and advocating for the vision and possibilities of a Hogans Creek Greenway tied to the Downtown Riverwalk system.

Groundwork Jacksonville will collaborate and foster a comprehensive and united coalition of community, health, business and government entities to secure federal, state and private funds to:

- Clean up and enhance the environment;
- Provide employment opportunities to local residents, especially youth;
- Provide support to existing businesses and encourage start-ups;
- Enhance the quality of life for residents by improving parks, green canopy, and recreational and fitness amenities; and
- Increase access to fresh foods through support of community gardens, urban farms and neighborhood markets.

The Groundwork USA Initiative was launched in 1996 by the National Park Service Rivers, Trails & Conservation Assistance program and the Groundwork USA Steering Committee, which sought a more long-term strategy for engaging in urban communities to improve public access to open space. They were joined by the U.S. EPA in 1997, which provided seed funding to establish Trusts in three pilot communities: Bridgeport, CT, Lawrence, MA and Providence, RI. There are now 19 Groundwork communities across the United States. Development of Groundwork USA was based on the model of Groundwork UK, a successful environmental justice movement that has renewed hundreds of economically distressed areas of the United Kingdom since 1982.

2. COMMUNITY NEEDS & ASSETS

A number of non-profits, community groups, business associations and environmental groups have expressed interest in participating in Groundwork Jacksonville projects in Historic

Springfield and Eastside, but none has the ability or resources to singlehandedly take on the task of restoring Hogans and Deer Creeks. Restoring the creeks and parks is outside their organizational missions or boundary areas, so they will not take on that challenge alone. However, they realize the benefit of partnering with Groundwork Jacksonville which will enhance their causes as well as help to solve community-wide issues. Government agencies – city, state and federal – have been aware of the pollution issues in Hogans and Deer Creeks for decades, but little has been done to correct it. The absence of a champion to ensure its implementation has resulted in little action and plans gathering dust on a shelf. The Steering Committee and area residents see Groundwork Jacksonville as the champion to finally restore the creeks, and not allowing them to be polluted for another decade.

In 2009 the EPA initiative, the Environmental Justice Showcase Communities Program,² focused on Jacksonville, bringing much-needed attention to the issues facing both the Historic Springfield and Eastside communities. The Pilot Program found that Health Zone 1, comprised of Springfield and Eastside has the lowest median household income and the highest population of people living below the poverty level of 26 percent compared with the rest of the City of Jacksonville and the largest number of minority residents in the county. The area is also the most urbanized of all of the Health Zones, with a population density of 2,766 per sq. mile and the largest number of minority residents in Duval County. The area population also has a significant number of community health problems such as:

- Highest rate of asthma emergency room visits with a rate of 1,382 per 100,000 residents. The rate is 132% higher than the overall county rate.
- Highest percent of low birth weight babies with 13 percent.
- Highest rate of infant mortality with 13.1 per 1,000 live births.

And the area contained:

- Superfund sites, including the Jacksonville Ash, Brown's Dump, and Kerr-McGee site.
- Several brownfield sites and vacant and abandoned lots where contamination is suspected, including impaired waterways such as Hogans and Deer Creeks.

The finding of these huge disparities in health outcomes in Historic Springfield and Eastside resulted in the Jacksonville Integrated Planning Process (JIPP) described earlier, which identified three core objectives: 1) improve access to health care; 2) improve access to healthy food

² The Showcase program is an innovative approach through which ten teams of regional management and staff, with National Program Manager (NPM) support, coordinate their work in ten communities with environmental justice (EJ) concerns across the country using new and existing financial, technical and human capital resources to address human health and environmental challenges. The program was started in November 2009, with a 2-year expected duration for most of the ten projects although some projects went beyond that time-frame. Along with Jacksonville, FL, the other showcase communities in the different EPA regions were in: Bridgeport, CT; Staten Island, NY; Washington, D.C.; Milwaukee, WI; Port Arthur, TX; Kansas City, MO; Kansas City, KS; Salt Lake City, UT; Los Angeles, CA; and Yakima, WA (notably, Groundwork Trusts already work in three of these cities).

options; and 3) create safe recreational spaces and diminish the number of blighted properties in these communities. LISC's community engagement and resulting Quality of Life Plan further emphasized these priorities and made clear the needs identified by the community, and have been highlighted in our Groundwork Jacksonville and community outreach meetings. The Steering Committee, in its application for a Groundwork Trust, saw a clear alignment with these objectives and stated community priorities, and Groundwork's strategy for bringing about change in similar neighborhoods confronted with persistent environmental inequities.

Jacksonville is a place of many community assets, the most vital being the St. Johns River. Known to many as "The River City", the St. Johns River is a federally designated American Heritage River and was designated in 2013 as a Blueway (paddling trail) by the Florida Greenways and Trails Council. The Blueway stretches the 310-mile length of the river, from Indian County to Duval County, making it the longest river trail to be designated. Other community assets include the Downtown Riverwalk and EverBank Field, which is home to the Jacksonville Jaguars. The enhancements and connectivity made to these important community assets by restoring Hogans and Deer Creeks are incredibly important to the overall revitalization of these neighborhoods and to downtown Jacksonville.

Community Engagement & Partnership Building

Partnerships: The diverse and broadly represented members from the community who serve on the Groundwork Jacksonville Steering Committee are passionate and supportive of Groundwork Jacksonville as well as being strong partners on future Groundwork projects.

- Springfield Preservation and Revitalization
- LISC Jacksonville
- Operation New Hope
- Eastside Environmental Council
- City of Jacksonville
- Marine Science Research Institute/ Jacksonville University
- St. Johns Riverkeeper
- St. Johns River Alliance
- Florida State College at Jacksonville
- National Park Service: Timucuan Ecological and Historic Preserve and the Rivers, Trails and Conservation Assistance Program (Florida Field Office)
- Health Planning Council of Northeast Florida
- North Florida Land Trust

The first Steering Committee meeting to prepare the Groundwork Jacksonville feasibility study took place in January 2014 with consecutive monthly meetings through July 2014. In addition to these Steering Committee meetings, numerous community outreach briefings were held with key stakeholder groups, other non-profits and potential funders. These sessions were not only informational in nature about the mission of Groundwork Jacksonville, but also served as an opportunity to glean what projects were important to that particular organization as well as to discover future collaborative partnering opportunities that might be possible with the new Groundwork Trust. Numerous community outreach meetings were conducted primarily by Anjali Chen, Groundwork USA, Christina Parrish, Steering Committee Chair, Alyssa Bourgoyne, Groundwork Jacksonville Project Coordinator, and Eugene Montgomery, LISC, Steering Committee member, with other Committee members joining on several occasions, including Dave Roman, Reggie Lott and Jeff Foster. All Steering Committee members have been invaluable

to these outreach efforts and a big thank you to Christina Parrish who set up these outreach meetings and met with potential partners between Steering Committee meetings as well.

The community outreach meetings were held with the following groups:

- The Bridge: Green Team (after-school youth program, very interested in 'green' opportunities for youth, many would be keen to join the Green Team)
- Greenscape: tree plantings and development of orchards to expand into our neighborhoods
- EnSafe (a global professional services and management firm specializing in environmental, engineering, health & safety, and technology solutions.): Met with Kara Wimble, project manager and environmental scientist. Partnerships might include pro bono Phase I on a vacant brownfield; native planting; youth program doing duck/geese inventory at Hogans Creek; youth science projects, specifically girls
- American Institute of Architects: landscaping plans – including bioswales and rain gardens – and commercial corridor enhancement projects, such as historical restoration of architect Henry Klutho's balustrade work; partner with Groundwork on Hogans Creek and Greenway project plans and implementation
- Eastside Library: educational programs for all ages; very interested in Green Team and volunteer and job training opportunities for teens
- Sustainable Springfield: build community gardens, with a possibility to expand to Eastside by partnering with Groundwork Jacksonville
- JEA, the Jacksonville Electric & Water Authority: watershed restoration projects
- Police Athletic League: after-school youth program in Eastside, very open to partnerships on youth green programs
- Jackson High School: Green Team, community gardens, environmental education by Groundwork
- Springfield Garden Club: partner on community gardens
- Springfield Area Merchants and Business Association: connect with Eastside businesses
- University of North Florida
- Cummer Museum and Gardens
- Memorial Park Foundation
- Cultural Council of Jacksonville
- Timucuan Trails Foundation

There are non-profits in Jacksonville with an environmental mission and some providing youth and employment training programs, however not all are focused in the Groundwork Jacksonville target area. It became clear during the community outreach meetings that there was a demonstrated community need and program opportunities for Groundwork Jacksonville, that a readymade niche was ripe for the new trust! Further, it is clear also that none bring the holistic approach that a Groundwork Trust brings to community revival through broad-based partnerships around a range of environmental projects. The Steering Committee was able, through community outreach efforts, to begin to create awareness about Groundwork Jacksonville, build goodwill and trust, and discuss project ideas for future collaboration. In meetings with possible partners for Groundwork Jacksonville, Committee members were easily able to find many areas for collaboration and niche areas to focus on that were not currently being addressed by local non-profits working in the community.

One clear indicator of strong community support and partnership possibilities is the existing and productive collaboration of the Groundwork Jacksonville Steering Committee and computer science students from the University of North Florida (UNF) who were looking for a class project.

They built a website for Groundwork Jacksonville that is active, informative and user-friendly. The Project Coordinator, Alyssa Bourgoyne, and Chair of the Groundwork Jacksonville Steering Committee, Christina Parrish, worked closely with the students to get it up and running. This hands-on project allowed students the opportunity to learn about Groundwork Jacksonville, but more importantly allowed the Steering Committee to begin their work with youth.

Please see: www.groundworkjacksonville.org.

Further indication of strong community support for Groundwork Jacksonville is the renovation of the historic survey building in Confederate Park in partnership with the City of Jacksonville and Lowe's. This historic building will become home to Groundwork Jacksonville as its first office space.

Community Engagement: One issue that became clear through the Steering Committee process is the need for fair and equal representation of both the Historic Springfield and Eastside communities on the Steering Committee of Groundwork Jacksonville. There was a strong desire from both neighborhoods to move forward as one community working together to improve the area in which they live, work and play. Additionally, both neighborhoods realized by working together they could get more done and collectively seek funding sources instead of competing against one another for those important and often limited resources.

In recognition of this goal, the Steering Committee organized a community meeting in Eastside on April 14, 2014, to inform residents about the new initiative and the Groundwork USA network, Groundwork Jacksonville's evolving plans, to get ideas and input, and to generally open the doors to community conversations and engagement with Groundwork moving forward. The meeting was led by Steering Committee members Christina Parrish and Ken Covington, recognized community leaders in Historic Springfield and Eastside, respectively. The local Groundwork crew did extensive outreach and the meeting was a great success with over 60 people attending on a weeknight. Steering Committee members were particularly gratified by the extensive and equal representation from both neighborhoods, as well as the enthusiastic response to Groundwork (see *Appendix C* for the flyer for the event).³

Overall, there is excitement and broad-based support in both neighborhoods for the vision of restoring Hogans Creek and the other tributaries of the St. Johns River and building the greenway. Along with this ambitious endeavor is the understanding of the need for job training opportunities, youth activities and skills training, and for the holistic nature of the Groundwork model.

Thus framing Groundwork Jacksonville's major environmental restoration projects around community programming has proven to be a successful strategy with broad community support.

³ Although listed on the program, Dennis Chestnut of GW Anacostia DC was unable to attend the event, but attended the Steering Committee Meeting the following day. The Committee members got to learn first-hand the experience and inner workings of another trust.

Youth Education, Health and Wellness, and Job Training Programs

Groundwork Jacksonville will offer experiential, hands-on education programs and community service projects to engage, empower, and educate local youth and residents about the creeks and local ecosystems, pollution problems impacting area waterways and parks, and solutions to environmental problems. Potential partners include the Duval County Public School System, Jacksonville University, University of Florida, University of North Florida, Edward Waters College, Florida State College at Jacksonville, The Bridge of Northeast Florida, Sanctuary on 8th Street, and the Mary Singleton Senior Center. Students and adults will engage in hands-on, multi-disciplinary learning opportunities that incorporate science, math, history and civics. Activities will include water quality sampling and monitoring, insect, plant and animal inventories, tree plantings and the implementation of native vegetation, clean-ups, and invasive plant removal. Educational signage will also be installed along the creek corridor relating to the ecology and history of the area. This will further enhance the educational experience for residents and tourists visiting the creek and recreating along its banks. Once completed, Jacksonville's Riverwalk Project could also be expanded and implemented along the Hogans Creek greenway. This collaborative project is an innovative content provider offering four channels - health, environment, arts & entertainment, and history - and will inform users through a GPS-enabled mobile app, an interactive website, hot-spot kiosks, and informational signage. The content channels enhance the user experience and provide important information needed to engage residents and visitors within the area. A collaborative effort led by Groundwork Jacksonville will offer an opportunity to restore this important waterway while educating and empowering surrounding communities to be a catalyst for positive change.

The programs envisioned based on the extensive community engagement already undertaken will be centered around:

- Planned activities and programs in neighborhood parks that attract and keep youth (in particular) engaged, learning, outdoors, and active;
- Youth education, environmental stewardship and leadership training, and skills-building;
- Job training and employment opportunities in green businesses, commerce and industry;
- Improved access to healthy food; and
- Improved access to safe recreational spaces.

Hogans Creek and Parks

Groundwork Jacksonville's flagship restoration project will be Hogans Creek and its adjacent parks. *The Hogans Creek Master Plan* identified existing site conditions in the parks adjacent to the Creek, provided base maps, involved many community stakeholders, and discussed opportunities and constraints.

Hogans Creek has endured environmental degradation since the founding of Jacksonville: first by disposal of hazardous waste from a coal gasification plant and more recently by filling with incinerator ash, dumping of trash, and sewage waste disposal. The City of Jacksonville is under consent order from the EPA and is currently undertaking clean-up of the ash sites around the northern parts of the parks and the surrounding areas of Springfield. While remediation of Klutho and Schell Parks has been completed, clean-up of Confederate Park - where contaminated soil is seeping into the Creek - has presented larger problems. The soil holds coal tar that was discarded from a manufactured gas plant beginning in 1884 northeast of the intersection of Main and State streets. The plant created gas to power streetlights, leaving behind residue that contained cancer-causing chemicals, remnants of which were found around

the creek at the southern end of the park near the site of the former Park View Inn between Orange and State Street (demolished in 2011). Finding solutions to the environmental problems in Confederate Park has been a slow process. However, the City of Jacksonville and the Florida Department of Environmental Protection commissioned a feasibility study completed in February of 2014 that proposes several alternatives for cleanup. Remediation of the park is expected to begin in 2015.

Groundwork Jacksonville will work with the City of Jacksonville and partner agencies to secure funding (estimated to be more than \$14 million) for the remediation of Confederate Park. Groundwork Jacksonville will serve an important role in advocating for and educating the community during the clean-up and restoration. A longer-term objective for Confederate Park will be restoration of its architectural elements, which have significant historic value, making the Park an excellent candidate for National Historic Landmark status.

Additional measures must be undertaken for clean-up of Hogans Creek itself. The Army Corps of Engineers was re-authorized to finish a study for corrective measures around drainage and flooding and to make recommendations for eco restoration projects (authorized under the Clean Water Act). Recommended restoration includes the removal of invasive species, debris, and abandoned pipes. Groundwork Jacksonville will assist in the coordination and implementation of these eco restoration projects with their youth Green Team members, volunteers and non-profit partners.



The 31-acre Kerr-McGee Chemical Corp – Jacksonville site includes the area where a fertilizer and pesticide company operated from 1893 to 1978.

3. PROJECTS AND PROGRAMMING

Based on these program and project priorities, Groundwork Jacksonville has identified five major program areas:

- Urban Waters Program
- Brownfields to Green Space
- Green Team Youth Education and Workforce Development
- Health and Wellness
- Parks and Recreation

In addition to the detailed discussion below of projects, please see *Appendix D* for some project details that were captured in the original proposal submitted by the Steering Committee that members want captured here as part of the feasibility study. Please also see *Appendix H* for a matrix of projects, time-lines, partners and possible funding sources identified by projects, as well as for an explanation of all acronyms used below to describe partner organizations.

i) Urban Waters Program

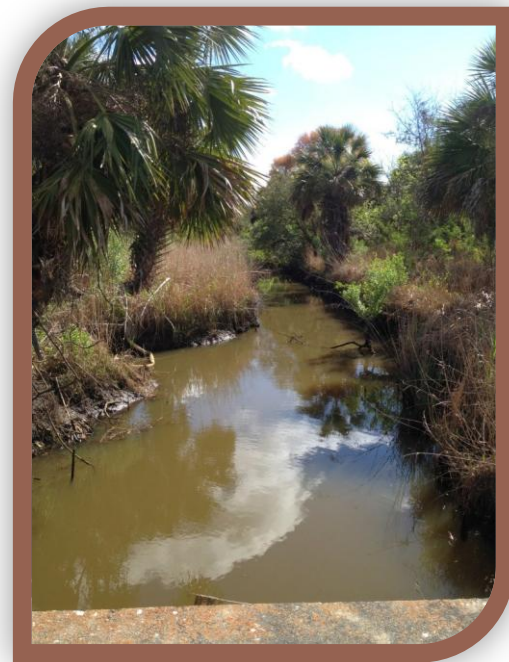
The restoration of urban waters has become a core activity of Groundwork Trusts across the country, in response to the needs of the underserved communities where they work. For many of the small, older industrial cities (and even the more rural communities) where the Trusts operate, decades-long degradation of urban waterways presents numerous challenges, but also amazing opportunities for leveraging restoration activities as a catalyst for renewing adjacent neighborhoods and improving quality of life among residents. Today over half of the Groundwork Trusts have major urban waters initiatives.

The goal of Groundwork Jacksonville is to enhance the overall health of Hogans Creek, increase recreational opportunities around the watershed area, provide more green space, improve access to the St. Johns River and surrounding neighborhoods, and educate the community about the importance of these waterways as a vital component to their quality of life and as a tremendous community asset.

In the mid to long term, Groundwork Jacksonville will work with the Eastside Environmental Council (EEC) on cleaning and restoring Deer Creek, another tributary of the St. Johns River. Deer Creek, located in the Eastside, runs along the periphery of residential neighborhoods through a large operating commercial shipyard. The Creek continues through multi-family housing units located near the old Kerr-McGee Chemical site. The 31-acre site is located at 1611 Talleyrand Avenue along the western shoreline of the St. Johns River in Jacksonville, Florida. The site includes the area where a fertilizer and pesticide formulating, packaging and distribution facility operated between 1893 and 1978. The facility blended and stored chemicals used to make pesticides and fertilizers. When manufacturing operations ended, all above-ground infrastructure was demolished, with the exception of the foundations and slabs of four former buildings located on the north and east sides of the site. In 2010, EPA listed the site on the National Priority Listing (NPL).

The Eastside Environmental Council, represented on the Steering Committee, has long advocated for the clean-up of Deer Creek, especially for the portion running along the Kerr-McGee site and the multi-family housing unit. Plans for remediation and clean-up of the Kerr-McGee site have been in place for a while now, but recently a settlement was reached and funds (approximately \$80 million) have been allocated for its clean up (see *Appendix E*, Jacksonville Health Zone 1 Fact Sheet). The site is currently undeveloped and unoccupied. Potential future uses of the site include a solar farm, a recreational area or industrial reuse.

Groundwork Jacksonville has been invited to partner with the Eastside Environmental Council to assist with two components of the site clean-up. Groundwork Jacksonville will work to ensure the clean-up of Deer Creek is realized as a part of this process and the remediated site eventually has a community benefit component, whether a park or health clinic or some



View from small bridge leading to shipyards, of Deer Creek flowing to the St. John's River

similarly needed community asset. Additionally, the Trust will work to ensure that as part of the clean-up local employment is provided. Florida State College at Jacksonville, which runs the Jacksonville Brownfields Job Training Program, and is represented on the Groundwork Jacksonville Steering Committee by Sara Ashbrook, will work with the Eastside Environmental Council, Groundwork Jacksonville and local residents to find ways to make this goal a reality. Conversations between Groundwork USA staff and EPA's Superfund Office staff have resulted in connections with EPA's community liaison in Jacksonville who is interested in connecting with Groundwork, a connection the new Groundwork Jacksonville trust will cultivate and strengthen. This continued collaboration between Wynetta Wright of the Eastside Environmental Council, Groundwork Jacksonville and EPA Region IV and the community liaison staff in Jacksonville will ensure success for Deer Creek restoration.

Planned projects around urban waters include water quality sampling and monitoring, insect, plant and animal inventories, tree and native species plantings, invasive plant removals, installation of educational signage, kayak and canoe launches (access) and community clean-ups.

Short-term Projects

1. Convene a meeting of all parties involved in Hogans Creek watershed plan
2. Neighborhood bioswale/ rain garden project: Construct demonstration projects in Klutho Park and on City-owned vacant lots.
Partners: UNF; St. Johns SJ Riverkeeper; Marine Science Research Institute (MSRI) JU; AIA; JEA; SJRWMD; ACOE
3. Quarterly Waterway Cleanups, including invasive plant removal
Partners: SPAR; SJ Riverkeeper; UNF; JU; FSCJ; MSRI



Residents cleaning up Hogans Creek

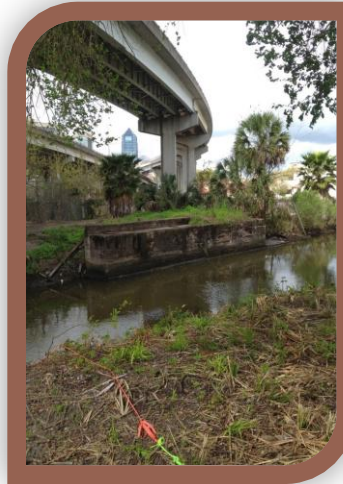
Mid-Term Projects

1. Hogans Creek Watershed Restoration Plan: Develop a detailed land use map of the drainage basin. Partners: FSCJ; UNF; JU; SJ Riverkeeper; MSRI; SJRWMD; ACOE; FDEP
2. Insect, plant and animal inventories. Partners: UNF; JU; FSCJ; MSRI; SJ Riverkeeper
3. Work with the Eastside Environmental Council on the Superfund clean-up of Kerr-McGee and associated clean-up of Deer Creek to ensure progress is made.
Partners: EEC; EPA Superfund office's local community liaison; COJ; SJRWMD; ACOE; FDEP

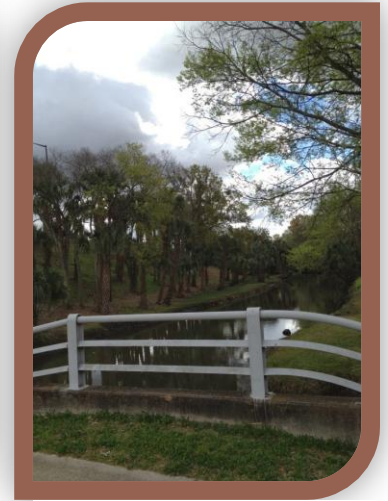
Long-Term Projects

1. Continue education and public awareness campaign supporting creation of the Hogans Creek Greenway and its connection to the Northbank Riverwalk.
Partners: St. Johns River Alliance; SJ Riverkeeper; COJ; SJRWMD; NFLT; FDEP
2. Support City of Jacksonville and its efforts to acquire land for the Hogans Creek Greenway and connections to the Emerald Necklace
Partners: North Florida Land Trust; Jacksonville Historical Society
3. Implement wetland creation to improve water quality (specifically at Pearl Street and 6th Street)
Partners: COJ; FDEP; SJRWMD; ACOE; MSRI; UNF; JU; FSCJ

4. Implement water quality testing and monitoring of both Hogans and Deer Creeks
Partners: COJ; FDEP; SJRWMD JU; UNF; FSCJ
5. Identify source of nutrients/contamination in Hogans and Deer Creeks and develop environmental education aimed at empowering both Historic Springfield and Eastside neighborhoods.
Partners: MSRI; JU; UNF; FSCJ; SJRWMD; FDEP; COJ; Baptist; UF Health; BCBS
6. Create kayak launch on Hogans Creek at Washington St. and also behind Maxwell House facility, allowing further access to recreational opportunities both on the creek and the St. Johns River. Partners: COJ; FSCJ; UNF; JU; SJRWMD, First Coast Outfitters
7. Hogans Creek Watershed Restoration Plan:
 - Remove all contaminated sediments and restore historical features;
 - Terrace the banks and replant with native vegetation where possible;
 - Install a series of weirs along the creek to improve water quality;
 - Create bioswales as collection system for drainage area;
 - Develop and implement ongoing maintenance plan;
 - Increase capacity in way that improves water quality and flood control
 Partners: FSCJ; UNF; JU; MSRI; FDEP; ACOE; SJRWMD



Hogans Creek behind Kraft Maxwell House



Future launch area at Washington Street

ii) Brownfields to Green Space

Reclaiming brownfields and vacant properties for community benefit is central to the work of all Groundwork Trusts. Trusts typically work on smaller brownfield sites in dense, urban neighborhoods that have suffered decades of economic decline and disinvestment—sites with low economic development potential. In most cases, Trusts do not own the land but partner either with private land owners, or local governments to assess the site's contamination, examine its green potential and then engage neighborhood residents and community/civic groups to devise a feasible reuse plan and long-term ownership and maintenance strategy. They function as a nonprofit "green" consultant to both local government and neighborhoods.

The City of Jacksonville sees a strong role for Groundwork Jacksonville as a vehicle to obtain and deploy redevelopment funds to provide recreational opportunities once remediation has been completed, as well as transforming those reclaimed vacant lots into community assets. The recently remediated Klutho and Schell Parks and Confederate Park, slated for remediation, will be important project areas for Groundwork Jacksonville, including the repurposing of numerous vacant lots.

In order to ensure successful restoration of Historic Springfield and Eastside in the long-term, Groundwork Jacksonville will establish a long-term brownfields program focused on the

eventual remediation of all private and publicly owned brownfields in this operating area. The newly formed Trust will do so by being the go-to non-profit partner for the City of Jacksonville and other applicable agencies in the pursuit of state and federal brownfields funding. Groundwork Jacksonville will further that assistance by acting as the agent of community outreach to those private owners of recognized brownfields and potentially assisting in the acquisition and/or access to the property for remediation. Groundwork Jacksonville will work in these neighborhoods by educating the community about the detrimental health and environmental effects that result from the continued existence of these toxic sites.

Groundwork Jacksonville will fulfill this mission by:

- Engaging in targeted outreach to landowners of privately held brownfields, inviting them to Groundwork Jacksonville events but also utilizing all forms of communication to forge donations and sales of these vacant and non-vacant lots;
- Holding regular community education events, warning of the negative impacts from brownfields;
- Seeking out funding sources opportunities and actively engaging in grant-writing to leverage seed money to acquire and remediate brownfields into vital green space;
- Ensuring Groundwork Jacksonville (GWJAX) has provided, or assisted in the creation of, any applicable planning or research required to avail ourselves of federal or state brownfields funding;
- Participating in community leader education and advocacy, ensuring those in government are aware of the community impact of brownfields;
- Investigating the possibility of acting as an agent of the COJ in acquiring access to brownfield sites in both Historic Springfield and Eastside neighborhoods;
- Targeting certain brownfields for conversion into community parks; and
- Ensuring that those remediated brownfields slated for redevelopment will be targeted for job training and potential employment opportunities.

Short-term Projects

1. Engage with the City of Jacksonville and business partners to ensure remediation plans and brownfields clean-up
2. Develop a display about remediation plans and status at Confederate Park as part of community education.
Partners: COJ; The American Institute of Architects (AIA), FDEP
3. Conduct outdoor youth environmental programs in Confederate, Klutho and Schell Parks
Partners: local schools and local nonprofits; COJ
4. Support events, including concerts and festivals, in community parks.
5. Tree/Vegetation Plantings: GWJAX will partner with JEA and Greenscape to plant in neighborhoods in our target area that have a large 'green deficit'. We will work with Springfield and Eastside residents to identify areas for planting, create a plan for planting, watering and maintaining those trees. A long-term maintenance plan will be developed.
6. Construct phytoremediation educational demonstration project on brownfield site
Partners: DCPS; The Bridge; COJ; EEC; UNF; FSCJ; FDE; SJRWMD; ACOE

Mid-term projects

1. Identify a high priority brownfield site and advocate for cleanup of the property.
Partners: EEC; COJ; FDEP (See *Appendix F* for a listing of City-identified possible Brownfield properties in the Target Area and a related map. (See *Appendix G* for an informative guide from Groundwork USA on *How to Reclaim Vacant Land as Quality Open Space*)

2. Seek National Historic Landmark Status for Confederate and Klutho Parks.
Partners: The Cummer Museum and Gardens; Downtown Investment Authority; Memorial Park Association; Cultural Landscape Foundation, NPS
3. Complete assessment of historic elements in Confederate and Klutho Parks and prepare budget for restoration.
Partners: COJ; Cultural Landscape Foundation

Long-term projects

1. Raise awareness and funding for restoration of historic elements of Confederate and Klutho Parks.
2. Develop recreational programs like the successful Disc Golf Course in Klutho Park to encourage use of Confederate and other Parks.
3. Following the remediation of the Kerr-McGee site, partner with Eastside Environmental Council to engage Eastside neighborhood community on redevelopment of contaminated site, such as a riverfront park or health clinic.

iii) Parks and Recreation

In 1999, former Mayor John Delaney announced “The Preservation Project Jacksonville.” His mission was to preserve environmentally sensitive lands that would ultimately create the largest urban park system in the nation. The primary goal of this initiative was to acquire and permanently protect North Florida’s most vulnerable lands. These lands created the ‘Timucuan Trail’ of public parks, giving everyone access to enjoy these special places. The City of Jacksonville partnered with agencies such as the Florida State Parks, the National Park Service, the Florida Communities Trust, St. Johns River Water Management District and Office of Greenways and Trails; environmental non-profit organizations such as The Nature Conservancy, the Trust for Public Land and the North Florida Land Trust; as well as private citizens and organizations. Through these partnerships, Jacksonville’s urban park system grew from approximately 30,000 acres of parklands to more than 80,000 acres – the largest urban park system in the United States.

Current Mayor Alvin Brown was recently appointed to the Urban Committee of the National Park Service (NPS) Advisory Board, which Groundwork USA also serves on. The committee has been formed to make recommendations on how to expand the reach of the National Park Service in metropolitan areas as NPS is working to enhance its role in city environments and become a larger, more relevant part of urban life. Thus Jacksonville has the potential to ‘showcase’ this initiative and Groundwork Jacksonville has a critical role to play in this engagement given Groundwork’s long history and established experience and credibility in this arena. NPS Superintendent Barbara Goodman in Jacksonville, who is on the Groundwork Jacksonville Steering Committee, is committed to building that urban connection and will work closely with Groundwork Jacksonville. Additionally, Jaime Doubek-Racine with the National Park Service Rivers, Trails and Conservation Assistance Program has worked with the Steering Committee for Groundwork Jacksonville throughout the process and will continue to do so to assist in the trust’s implementation of projects.

The purpose of Groundwork Jacksonville’s program is to connect community residents to City of Jacksonville Parks, the Timucuan Trail State and National Parks, and the St. Johns River Water Trail. Projects in this area will include Green Team youth undertaking service learning projects in the parks, trail maintenance, making improvements to neighborhood parks, and over the longer

term, working on the development of pedestrian and bike trails.

The S-line Urban Greenway is a rail-trail that runs just north of Groundwork Jacksonville's initial target area in Springfield, but one of the organization's goals will be to connect the Hogans Creek Greenway to the S-line via bicycle lanes. The S-Line runs through the north Springfield and Durkeeville neighborhoods. Currently, a 1.5 mile section of the trail is open, from Myrtle Avenue near Union Street to Boulevard Street north of 12th Street. The trail's second phase will be from 21st Street to 44th Street. The trail at present consists of a short built section along the abandoned CSX Railroad as well as an undeveloped corridor that provides a fantastic opportunity to connect this rail-trail to the Hogans Creek Greenway through multi-use pathways or bicycle lanes. Partners will include: the Rails to Trails Conservancy, and COJ Parks and Recreation Department.

Short to mid-term projects

1. Work with NPS to bring Green Team youth out to the parks and to participate in NPS programs
2. Work with NPS to identify trail work and funding opportunities for Green Team youth
3. Host quarterly events in area parks to encourage use by community and other Jacksonville residents
4. Apply for 21st Century Conservation Service Corps membership
5. Install shade structure or plant trees to provide shade in several neighborhood parks such as A. Phillip Randolph (fitness equipment) and Confederate Park (playground).
Partners: COJ, Jacksonville Children's Commission
6. Renovation of the historic Survey Building in Confederate Park in partnership with COJ and Lowe's Health and Wellness.



Recently installed fitness equipment at A. Phillip Randolph Park in Eastside.

Mid to longer term project

1. Assist in the coordination and development of local trails and pathways connecting the Springfield and Eastside neighborhoods to Hogans and Deer Creeks and to downtown. Additionally, facilitate and support multi-use non-motorized trail projects that will link these local trails to the grander Emerald Necklace trail system such as the S-line Urban Greenway. Partners: City of Jacksonville, NPS Rivers, Trails and Conservations Assistance Program and Rails to Trails Conservancy.

iv) Health and Wellness

The purpose of this program is to develop initiatives to address the significant health risks facing community residents. This program will support projects that promote active lifestyles and

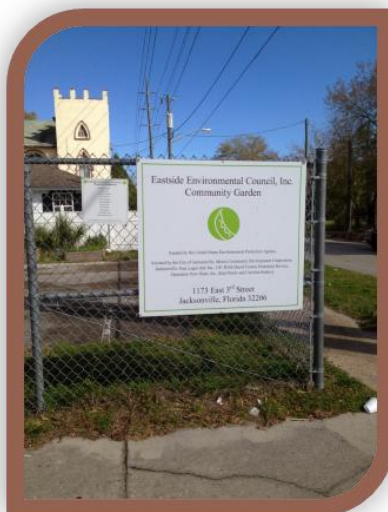
healthy eating, and seek to increase access to fresh foods through community gardens, urban farms and neighborhood markets.

The 2008 farm bill defined a “food desert” as an area with limited access to affordable and nutritious food, particularly such an area composed of predominantly lower-income neighborhoods and communities. Historic Springfield and Eastside are in such food deserts and access to healthy food in the community is of critical importance. While there are plans underway for a grocery store to be built in the area, it has faced numerous obstacles, making community gardens and farmers markets even more critical.

Short-term Projects

1. Community Gardens:

There are several nonprofits with active community garden programs in the target area. Some of these need assistance with the maintenance of existing community gardens. Two community gardens pictured at right are located in the



Eastside neighborhood. The one on the left was constructed by the Eastside Environmental Council, which has found it difficult to maintain the garden on an on-going basis. A project idea the Steering Committee discussed is inter-generational programs between elders and youth, which will be managed by Groundwork Jacksonville, providing regular maintenance of community gardens such as this one, while educating and building skills among the youth. The garden pictured on the right is maintained by Operation New Hope and neighborhood volunteers, but there is space to involve youth in the maintenance of this garden and any new gardens that will be built.

Groundwork Jacksonville will build partnerships with other organizations in Jacksonville that are already developing community gardens, to bring more community gardens to the target neighborhoods, by working with Sustainable Springfield, The Bridge, and Duval County Public Schools, all of which present opportunities for collaboration. In the mid-term Groundwork Jacksonville plans to be able to start a much-needed farmers market in the community.

Partners: Duval County Public Schools; The Bridge; Sustainable Springfield; Operation New Hope; EEC; Duval County Extension Service; Duval Health Department; Springfield Grange; UNF; JU; FSCJ; BCBS; Baptist; UF Health; Mayo Clinic

2. Programming in Parks to Increase Usage:

- Support Klutho Park Disc Golf Course and create related programming for youth and community.
- Create a program for adults to utilize fitness equipment at A. Philip Randolph Park: “Boot Camp in the Park”.

Partners: Sustainable Springfield; Baptist; Mayo Clinic; UF Health

- Facilitate participation of community residents in the National Park Service's Kingsley kayaking program and Ft. Caroline historical and healthy foods programs.

3. Health Clinic in Eastside

Eastside residents do not have access to a health clinic within a reasonable distance and have to travel almost five miles to the nearest clinic, which is prohibitive to many residents with no cars and health issues. Groundwork Jacksonville will support the development of a health clinic in Eastside and in the meantime advocate for transportation to be provided to the nearest clinic, both of which have long been recommended by Eastside Environmental Council and other non-profits.

Partners: EEC; Baptist; Mayo Clinic; UF Health; NIH; CDC; EPA; United States Department of Health and Human Services (HHS)

Mid-term projects

1. Support development of football and cheerleading programs at Flossie Brunson Park (see photos below of Flossie Brunson Park).
Partners: Police Athletic League; National Football League; Jacksonville Jaguars
2. Facilitate installation and utilization of mobile skate park (pump track): GWJAX would set up events and staff to train youth on how to skate safely.
Partners: NIH; CDC; EPA; HHS; Baptist; UF Health; Mayo Clinic; COJ
3. Organize the development and planning of new community gardens in COJ vacant lots and at neighborhood schools
Partners: EEC, Baptist, Mayo Clinic, UF Health
4. Establish summer farmers' market to provide fresh produce to community residents, ideally from existing community gardens/ those supported by Groundwork Jacksonville or from an established urban farm.
Partners: Eastside Environmental Council, Sustainable Springfield, the Springfield Grange



5. Organize the development and planning of an urban farm⁴ or edible forest within one or both Springfield and Eastside neighborhoods.
Partners: UNF; FSCJ; the Springfield Grange; Sustainable Springfield; Eastside Environmental Council; The Bridge; DCPS

v) Green Team, Environmental Education, Workforce Development

All Groundwork Trusts operate some sort of youth programming, and many have expanded the numbers of youth served over the past three years. In 2012 alone, Groundwork Trusts worked with 12,694 young people (98% of whom are of minority descent) to restore environmental conditions in 19 disadvantaged communities, and trained and provided paid conservation jobs to over 300 youth from these same communities. Some Trusts established and carried out job training partnerships with National Park units including the Appalachian Trail, Shenandoah National Park, Rocky Mountain National Park, Minute Man National Park, and National Capital Parks, among others. Groundwork youth programs fall into three main categories: 4-14 years of age, where the focus is primarily on environmental education in and through schools; 14-18 years of age, where the youth join the Green Team, a paid conservation and leadership training, education and skill-building program (all of the Trusts have this program and it is the largest of Groundwork's youth programs); and 18-25 years of age, where the focus of most of the programming is on green job training and green jobs.



The purpose of the GWJAX youth program is to build the youth a Green Team modeled on Groundwork USA's national Green Team program for 14-18 year-olds. GWJAX would provide service-learning opportunities, create curricula, programs and activities that provide educational opportunities for youth through school outreach and STEM based outdoor activities, and host mission relevant educational workshops and events. The workforce development portion of this program will initially be focused on working with EEC to ensure that local residents are hired to work on remediation projects in Historic Eastside and Springfield (discussed above under *Urban Waters* also).

Short-term projects

1. Porch Light Project: Establish initiative modeled on Groundwork Denver's successful program.
Partners: JEA; PAL; DCPS; Sustainable Springfield

⁴ [The City Growers](#) and [The Urban Farming Guys](#), as well as many other groups, have been highly successful in their urban farming initiatives. Jacksonville local, Valerie Herrmann, director of the [Food Park Project](#), has made it her mission to combat Jacksonville's food desert issue by creating urban gardens as place for education, nutrition and to connect with other members of the community. She would be an ideal partner as Groundwork Jacksonville establishes their own urban farm/garden.

2. Green Team summer program: Establish six week program beginning in summer of 2015 for at least six 14 to 18 year old Springfield and Eastside residents. Develop educational program, enlisting assistance of community partners. Hire seasonal youth leader Funding from NPS capacity building funds can be used and Groundwork USA will provide assistance on how to operate the Green Team program.
Partners: The Bridge; PAL; DCPS; Sustainable Springfield; SJ Riverkeeper; Jacksonville University Marine Science Research Center; National Park Service; UNF
3. Workforce Development: create job-training program for local youth, focused on brownfields remediation.
Partners: FSCJ; City of Jacksonville; Project New Ground

Mid-term projects

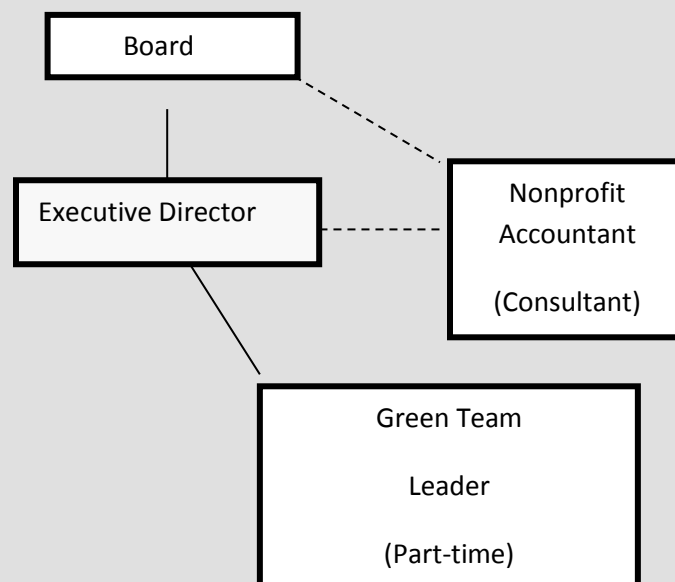
1. Expand Green Team to increase number of participants and include year round service-learning opportunities
2. Develop youth environmental literacy program for younger children (ages 4-14) to encourage early interest in Green Team.
3. Continue workforce development training programs

Long-term projects

1. Continue expansion of Green Team
2. Workforce Development: create job-training program for local youth, focused on brownfields remediation.
Partners: FSCJ; COJ; Project New Ground

4. ORGANIZATION AND MANAGEMENT

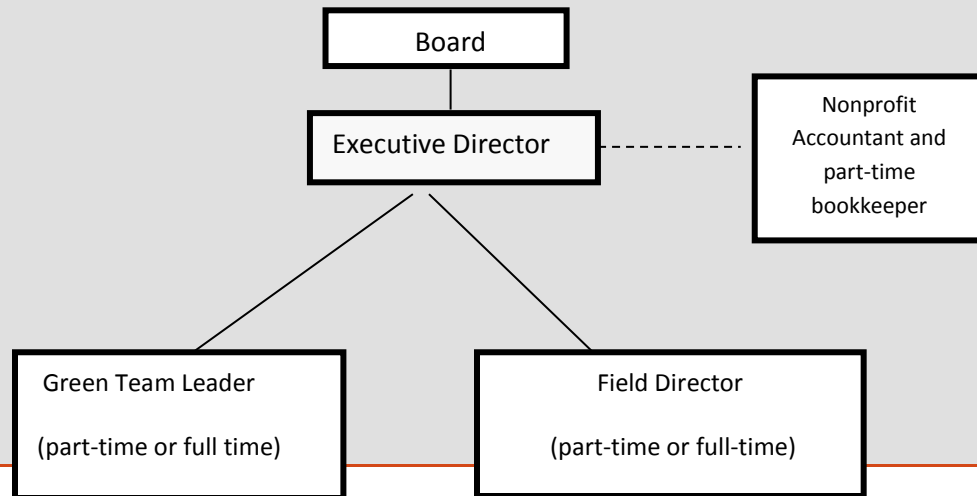
Groundwork Jacksonville Organizational Chart: Fall 2014 - 2015



Total Budget: \$135,000 - \$140,000

In its first year, Groundwork Jacksonville will be in start-up mode. The focus will be on hiring and orienting the Executive Director, launching several initial programs, conducting a demonstration project, and establishing basic systems. The Trust will hire a Green Team Leader by the middle of the first year, as the Executive Director works on organizational capacity building.

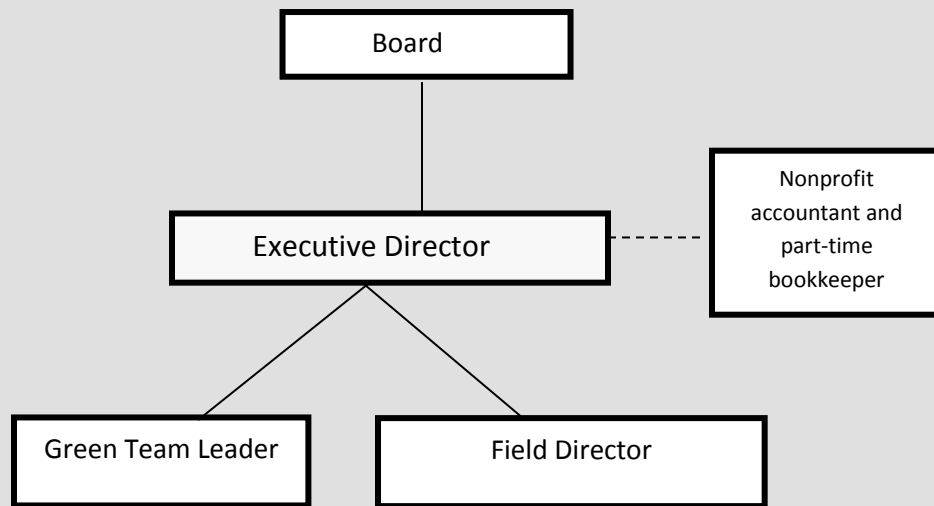
Groundwork Jacksonville Organizational Chart: 2016



Total Budget: \$150,000 - \$155,000

In year two, Groundwork Jacksonville will begin to move out of start-up mode. Groundwork USA staff will perform a one year review and provide guidance and support for moving forward. Capacity-building funding from NPS is reduced and external funding (usually \$25,000 - \$50,000 in grants written in year one) must be secured to establish key staff positions beyond the Executive Director. The above chart shows two part-time positions, but Groundwork Jacksonville may combine funding for one full-time person who can perform both functions.

Groundwork Jacksonville Organizational Chart: 2017



Total Budget: \$200,000 - \$210,000

Year three is similar to year two in terms of staffing, but the goal is to have sufficient resources to maintain two full-time staff positions. The capacity-building funds from NPS will increase to \$50,000 to give the organization a strong push forward. Groundwork Jacksonville should be receiving \$75,000-\$100,000 in grants beyond the capacity-building funds provided by NPS and the City of Jacksonville, and increase board and donor contributions as well.

Groundwork Jacksonville

Budget for Year One – 2014

	FTE	Total Expense	Total Revenue	Board & Donors	NPS Capacity 1 2014	Local City Match 2014	Gov't or Found TBD	GW USA Confer 1,500
			141,000	2,000	80,000	50,000	7,500	1,500
EXPENSES								
<i>Staff and Personnel</i>								
Executive Director	1.00	60,000	60,000					
Green Team Leader	0.25	10,400	10,400					
<i>Subtotal Staff</i>	1.25	70,400	70,400					
Fringe (15%)		10,560	10,560					
<i>Total Staff and Personnel</i>		80,960	80,960					
<i>Consultants and Contractors</i>								
Nonprofit Accountant		2,500	2,500					
Nonprofit Partners		4,000	4,000					
Total Consultants and Other		6,500	6,500					
<i>Organizational Expenses</i>								
501(c)(3) Expense		2,500	2,500					
Design and Printing: Outreach Materials		2,000	2,000					
Fiduciary Expense		500	500					
Insurance: Liability and Board		6,000	6,000					
Office Furnishings		2,000	2,000					
Office Machines: printer, computer		4,000	4,000					
Office Space (cleaning, etc)		2,500	2,500					
Office Supplies		1,500	1,500					
Payroll Service		500	500					
Phone and Internet		1,200	1,200					
Program and Project Supplies		15,000	15,000					
Green Team Stipends		10,000	10,000					
Recruitment Costs		750	750					
Travel to GWUSA Conference		2,500	2,500					

GW Jacksonville YEAR ONE Budget Cont'd.				Board	NPS	Local City	Gov't	GW
	FTE	Total Expense	Total Revenue	& Donors	Capacity 1 2014	Match 2014	or Found TBD	USA Confer
			141,000	2,000	80,000	50,000	7,500	1,500
Web Site Hosting		500	500					
Subtotal OTPS		46,450	46,450					
Contingency		2,090	2,090					
Expense and Revenue Totals		141,000	141,000	2,000	80,000	50,000	7,500	1,500

Groundwork Jacksonville

Budget for Year Two - 2015

		Total	Total	Board	NPS	Local		Gov't	GWUSA	GW
	FTE	Expense	Revenue	& Donors	2 2015	Match 2015	CDBG Local Corporate	Found TBD	Brown. Grant	USA Confer
			152,000	5,500	25,000	50,000	25,000	40,000	10,000	1,500
EXPENSES										
<i>Personnel</i>										
Executive Director	1.00	60,000	60,000							
Field Coordinator	0.50	18,000	18,000							
Green Team Leader	0.25	10,400	10,400							
<i>Subtotal PS</i>	1.75	88,400	88,400							
<i>Fringe (15%)</i>		13,260	13,260							
<i>Total PS</i>		101,660	101,660							
<i>Consultants</i>										
Account./Bookkeeper		3,000	3,000							
Nonprofit Partners		4,000	4,000							
<i>Total Consultants</i>		7,000	7,000							
<i>Expenses</i>										
Design and Printing		1,000	1,000							
Insurance – Liability, board & volunteer		7,000	7,000							
Office Furniture		500	500							
Office Machines		500	500							
Office Space		2,500	2,500							
Office Supplies		1,000	1,000							
Payroll Service		500	500							
Phone and Internet		1,200	1,200							
Program Supplies		20,640	20,640							
Green Team Stipends		10,000	10,000							
Travel GWUSA		1,500	1,500							
Web Site Hosting		500	500							
<i>Subtotal OTPS</i>		43,340	43,340							
<i>Totals</i>		155,500	155,500	5,500	25,000	50,000	25,000	40,000	10,000	1,500

Groundwork Jacksonville

Budget for Year 3 - 2016

		Total	Total	Board	NPS	Local		Gov't	GW
	FTE	Expense	Revenue	& Donors	2 2016	Match 2016	CDBG Local Corporate	Found TBD	USA Confer
			209,500	10,000	50,000	50,000	45,000	53,000	1,500
EXPENSES									
<i>Personnel</i>									
Executive Director	1.00	66,000							
Field Coordinator	1.00	36,000							
Youth Director	0.50	20,800							
Subtotal PS	2.5	122,800							
Fringe (15%)		18,420							
Total PS		141,220	141,220						
<i>Consultants</i>									
Account./Bookkeeper		10,000	10,000						
Nonprofit Partners		8,000	8,000						
Total Consultants		18,000	18,000						
<i>OTPS</i>									
Design and Printing		1,500	1,500						
Insurance: Liability, Board & volunteer		8,000	8,000						
Office Furniture		500	500						
Office Machines		1,500	1,500						
Office Space		4,000	4,000						
Office Supplies		1,500	1,500						
Payroll Service		700	700						
Phone and Internet		1,800	1,800						
Program Supplies		28,750	28,750						
Travel GWUSA		1,500	1,500						
Web Site Hosting		500	500						
Subtotal OTPS		50,250	50,250						
Totals		209,470	209,470	10,000	50,000	35,000	45,000	53,000	1,500

5. FUNDING AND RESOURCE DEVELOPMENT

Groundwork Jacksonville will seek diverse funding sources across public, private and community lines. The Steering Committee, from the beginning, has been aware of the need for a fundraising plan and strategy, and has taken systematic steps to set up meetings, conduct outreach and to identify funding opportunities (a matrix summarizing the project goals by program area, responsible parties, possible funders, acronyms of agencies and organizations, and timelines is attached in *Appendix H* as well as project descriptions).

City of Jacksonville:

The Mayor's Office (through Dave Roman) and the City of Jacksonville's Department of Parks and Recreation (through Daryl Joseph) and the Department of Public Works (through Jeff Foster and Heather Ireland) have been critical partners, both in the application for Groundwork, as well as in supporting and ensuring an open and inclusive Steering Committee process. Finally, the City has offered office space located in the heart of Confederate Park! The City of Jacksonville will continue to be a key supporter and partner for Groundwork Jacksonville.

In terms of the City of Jacksonville's match, the Mayor's Office has committed \$50,000/year towards Groundwork Jacksonville. Jeff Foster has committed to working with Groundwork Jacksonville to ensure the funds are made available as it will be generated through the Department of Public Works' Contamination Assessment Fund (which generates \$800,000 - \$900,000/year). The City of Jacksonville requires a letter from GWJAX with tasks to be undertaken and funds needed for projects, which can be applied for as soon as GWJAX feasibility study is approved; the application must be submitted by September 1 to obtain funds from the fiscal year.

Other City of Jacksonville sources are JEA and the Environmental Protection Board, both of which Groundwork Jacksonville has already made strong connections with. JEA is the seventh largest community-owned electric utility company in the United States and largest in Florida, and a frequent partner in environment and sustainability programming locally. Budd Para, Chief Public Affairs Officer at JEA, expressed interest in partnering with Groundwork Jacksonville as well as funding some projects and has stated that JEA's next community project will be with Groundwork Jacksonville in Confederate Park. Possible partnership projects include a home efficiency project where JEA would provide supplies. The Jacksonville Environmental Protection Board (Jacksonville EPB) develops regulations necessary for administration and enforcement of the city's environmental laws. EPB Administrator, James Richardson, has expressed that EPB could possibly fund some of Groundwork Jacksonville's projects, specifically demonstration projects, such as a "Back-pack" program in partnership with the JEA Green Team and U.S. Green Building Council of North Florida, etc. Funding and/or partnerships from both these sources seem fairly likely depending on project alignments with Groundwork Jacksonville.

Additionally, local funding sources include the following:

1. Continental Holdings Settlement, \$8 Million(Confederate Park)
2. City of Jacksonville (\$11.5 million) for countywide cleanups and Confederate Park
3. Environmental Protection Board – community environmental projects
4. Community Redevelopment (CRA) future funding source

Local, Regional and Corporate:

On the private side, Jacksonville has a healthy foundation community that supports environmental and health causes. The local Community Foundation is richly funded with roughly \$250 million in the bank, and currently gives heavily to neighborhood impact projects and education for which a Groundwork Trust would have mission compatibility with their giving priorities. A recent gift of \$30 million to the Community Foundation from an environmentally focused philanthropist should bolster mission relevance. Groups like the Riverbranch Foundation historically have given up to \$250,000 for environmental projects, and a healthy community of smaller private foundation groups fall in line with the Groundwork's mission. The operating area also surrounds the stadium and training facilities for the Jacksonville Jaguars, whose owner Shahid Khan has been particularly generous to downtown and stadium adjacent causes, including putting \$1 million dollars into an investment fund for innovative community projects at Jacksonville's recent One Spark festival. The Jaguars Foundation contributed to LISC's EPIC Communities Initiative in the targeted area. Recently, businesses have shown a willingness to give to projects on McCoy's Creek, Hogans Creek's sister stream and an equal part of the "emerald necklace" around downtown, intended to provide large linear parks and pedestrian and bike thoroughfares. Steering Committee member North Florida Land Trust has obtained \$75,000 in grants from private business towards work on McCoy's Creek in just the last six months.

Another source of funding that the Steering Committee has identified is the health sector, which has a significant presence in the City of Jacksonville and is interested in (and in some cases required to) fund programs around community health related wellness programs. Dawn Emerick of the Health Planning Council of Northeast Florida (HPCNF) is on the Groundwork Steering Committee and has been helpful in identifying possible avenues for funding in this sector in Duval County. A Community Health Needs Assessment was conducted in 2012 with HPCNF that has to be conducted every 3 years. While UF Health (formerly Shands Hospital) is less likely to make grants, the Mayo Clinic and Baptist Medical Center's grant funding criteria are more likely to align with Groundwork project priorities and seem likely to come through for GWJAX, particularly around healthy food access, active living, water quality testing and contamination.⁵

Other funding opportunities that the Steering Committee has pursued locally include meeting with Wells Fargo, which has a strong interest in youth and health and wellness programming and indicated clearly that they would fund projects in the \$10,000-\$15,000 range as long as there is collaboration between non-profits in the areas they are funding. The private foundation world in Jacksonville is not very large (GWUSA set up a meeting with the Jesse Ball DuPont Foundation, which is based in Jacksonville, to meet with Steering Committee members), and there is an understanding locally that environmental funding from private foundations in

⁵ Other possible grant funding: <http://kresge.org/programs/health/healthy-environments>

<http://www.nefloridacounts.org/index.php?module=Article&func=collection&cid=5>

Jacksonville is somewhat limited. Steering Committee members have also connected with the Community Foundation and plan to connect with the Jaguars Foundation (discussed above), along with a few other local foundations, to inform them about Groundwork Jacksonville and its plans for the community and are hopeful that they will be able to access some of their resources for compelling Groundwork projects.

The Steering Committee also intends to pursue funding with CSX and Maxwell House, both of which are based in Jacksonville, and has some project ideas to pitch to them. The CSX Southern division, for instance, is headquartered in Jacksonville. Their community outreach organization, *CSX Beyond Our Rails*, has a 2014 goal of giving \$15.5 million back to the community, and so funding is clearly possible through grants and sponsorships and needs to be explored. Maxwell House has community food as one of its priorities and more research needs to be conducted on what other community environmental priorities they may fund. Other leads to pursue include Bank of America. Following is a summarized list of potential funders discussed above:

1. Community Foundation
2. Riverbranch Foundation
3. JEA
4. Chartrand Foundation
5. Jessie Ball DuPont Fund
6. Jaguars Foundation
7. Feeding America
8. Wells Fargo
9. Maxwell House/Kraft
10. Bank of America
11. Lowe's
12. Fidelity National
13. CSX

Federal and State: Groundwork USA has initiated and carried out initial conversations with both EPA's Superfund Remediation Office based in the Washington DC area (Anjali Chen, with Suzanne Wells, Melissa Greer, Suzi Ruhl and Frank Avvisato), and the Region IV Brownfields Office in Atlanta (Jaime Doubek-Racine of RTCA and Anjali Chen with Cindy Nolan and David Champagne) and will be facilitating the local connection to the Steering Committee so that stronger relationships can be built around project and community priorities. Some of the federal and state grant funding possibilities that the Steering Committee has identified and intends to pursue, are as follows:

1. Tiger Grant (Hogans Creek Greenway)
2. State of Florida Historic Preservation Grant (Confederate Park)
3. Kerr-McGee Settlement for Superfund Clean-up (Deer Creek) (\$80 million total allocated)
4. Florida Department of Environmental Protection (FDEP) (Water Quality Monitoring Projects)
5. St. Johns River Water Management District (Water Quality Improvement Projects/ Stormwater Retrofit Projects)

5. CDC currently offers six Funding Opportunity Announcements (FOAs) to advance the nation's chronic disease prevention and health promotion efforts, some of which may be aligned with Groundwork Jacksonville's Health and Wellness Program.⁶
6. FDEP Office of Greenways and Trails⁷
7. Florida Department of Transportation State Trust Funds and North Florida Transportation Planning Organization (TPO)/ Transportation Forward: to fund Hogans Creek Greenway/Emerald Necklace, and additional trails and greenways.
8. Florida Communities Trust
9. Florida Inland Navigation District

See *Appendix I* for additional funding sources.

In the final analysis, it is apparent that the niche and strength that Groundwork will occupy and bring to Jacksonville is:

1) Its broad vision for the restoration of Hogans Creek and creation of the Greenway, and connecting the two adjacent neighborhoods of Historic Springfield and Eastside to downtown Jacksonville which has City-wide support, and is a vision that excites funders and aligns well with their priorities because of its potential for economic revitalization in the City and metro region as well;

2) Its target area, which includes both Historic Springfield and Eastside. These communities have faced significant environmental and historical injustices that have been broadly acknowledged and are being addressed at the City, State and Federal level. However these neighborhoods continue to be under-served. These two communities have in the past had some issues reconciling their interests and working together as a neighborhood but are coming together to become a stronger voice and have made considerable progress in this direction with Groundwork providing a forum for realizing that goal. Progress on this front holds significant promise for their ability to raise funds as a community for much-needed projects and programs on the ground. While both Historic Springfield and Eastside have high poverty rates and face significant health issues, Eastside has struggled even more and has not seen some of the advances that Springfield has seen more recently, and as such the stated goal of the feasibility study to bring the entire neighborhood along as one, so that there won't be as much

⁶ (DP14-1417) Partnership to Improve Community Health: CDC

website: <http://www.cdc.gov/chronicdisease/about/PICH/>

(DP14-1418) National Implementation and Dissemination for Chronic Disease Prevention: CDC

website: www.cdc.gov/chronicdisease/about/PICHORGS/

(DP14-1419PPHF14) Racial and Ethnic Approaches to Community Health (REACH): CDC

Website: <http://www.cdc.gov/chronicdisease/about/reach/index.htm>

(DP14-1422) State and Local Public Health Actions to Prevent Obesity, Diabetes and Heart Disease: CDC

Website: <http://www.cdc.gov/chronicdisease/about/statelocalpubhealthactions-prevcd/index.htm>

⁷ The Recreational Trails Program (RTP) is a federally funded competitive grant program that provides financial assistance to agencies of city, county, state or federal governments, and organizations, approved by the State, or state and federally recognized Indian tribal governments, for the development of recreational trails, trailheads and trailside facilities. The program has been shifted from OGT to the FDEP Office of Operations, Land and Recreation Grants.

competition for resources between the two, is a strength for the organization moving forward and will find support from funders; and

3) The timing for Groundwork Jacksonville will capitalize on a variety of initiatives that are aligned for Jacksonville with numerous brownfield and Superfund sites being cleaned up, with EPA's Region IV focus on community health issues facing Historic Springfield and Eastside residents, with the City of Jacksonville's commitment to the revitalization of the urban core and its connections to neighborhoods, and finally, the potential for Jacksonville's expanded role in NPS' parks and urban outreach strategy.

6. START-UP PHASE LAUNCHING STRATEGY

The Groundwork Jacksonville Steering Committee has taken many steps needed to launch the organization, and is well on its way to identifying and planning for all the tasks that must be completed for the launch. Following are important elements of the transition from Feasibility Study and Steering Committee to full-fledged non-profit organization that will be considered over the next few months and their current status, as well as benchmarks for the first and second years of operation.

a) Transition from Steering Committee to Board: A board satisfying the criteria established here will be selected by the Groundwork Jacksonville Steering Committee. Many SC members have indicated their interest in serving on the board. The board will include members who are residents of Historic Springfield and Eastside Jacksonville (2-4); members connected to potential donors, either due to fundraising experience or employment (2-4); and will also initially include City of Jacksonville representatives key to Groundwork Jacksonville from the Mayor's office, the Department of Public Works and/or the Department of Parks and Recreation (2-3); as well as other at-large representatives (2-4). At least one board member should have nonprofit budget skills to serve as the Treasurer. The board shall be ethnically and gender diverse. Board members will be expected to contribute financially (although in amounts affordable to each member with a \$25 minimum); serve on at least one board committee; volunteer their time at special events; and assist in organizing an annual fundraiser. Other board roles are strategic, legal, and fiscal oversight. The Groundwork Jacksonville Steering Committee formed an ad hoc board development sub-committee to identify potential members of the Board of Directors. This sub-committee created lists of prospective Directors and Advisory Committee members which were submitted to and approved by the entire Steering committee on September 10, 2014. The board development sub-committee will now approach prospective Directors to confirm their interest in serving on the board. For more details, please see attached *Groundwork Jacksonville Proposed Organizational Structure*; the steering committee approved slate of prospective Directors; and the steering committee approved list of prospective advisory committee members.

b) Hiring an Executive Director: A sub-committee comprised of Steering Committee members who will be transitioning to the board will initiate and lead the hiring process for the first Executive Director, in consultation with the Steering Committee, and subsequently the board. Groundwork USA will assist with this process, and provide sample job descriptions and feedback on an as-needed basis. Groundwork USA's thoughts on Hiring an Executive Director in *Appendix L* will be considered during this process.

c) Budget and Funding for First Year: As shown in the budget below, the two main funding sources for Groundwork Jacksonville are 1) EPA/NPS' first-year installment of capacity building funds of \$80,000; and 2) City of Jacksonville's matching \$50,000.00. These are fairly secure, as discussed in the section above. Other sources identified in the budget are 3) \$7,500.00 in other government or foundation grants; and 4) \$2,000 in board and private donations. Funding sources that the board and the new Executive Director will pursue over the course of the next year include grants from JEA, Community Foundation of Northeast Florida, Jaguars Foundation, and Florida Humanities Council.

d) Projects and Programs for First Year: *Appendix H* (Matrix of Project and Program Priorities) outlines clearly the proposed timeline for the implementation of projects. GWJAX has a plan for initiating projects in all five of its proposed program areas, in manageable components. The bulk of the costs involved in the initial phases of these projects and programs will involve personnel hours for planning and implementation, which are accounted for through the Executive Director and a part-time Green Team Leader. These include projects such as: organizing quarterly clean-ups of Hogans and Deer Creeks with identified partners and through volunteer recruitment; organizing fitness and other activities and events in local parks to increase usage; monitoring and promoting action on Confederate Park; and working with EPA and the City of Jacksonville to identify contaminated neighborhood lots that GWJAX could improve. Projects that involve materials and expertise will, in the first year, involve strong partnerships with non-profits that have committed to collaborating with GWJAX. These include: Greenscape assisting with tree plantings in Springfield and Eastside; Sustainable Springfield and other community garden non-profits working with GWJAX on building and maintaining at least one community garden in our target area; and building a rain garden/bioswale in an identified portion of the Hogans Creek watershed, through partnerships with JEA, Florida State College at Jacksonville, University of North Florida and Marine Science Research Institute – Jacksonville University.

e) Location: The City of Jacksonville has transferred the "survey building" in Confederate Park from the Department of Public Works to Parks and Recreation, and anticipates providing this building to Groundwork Jacksonville for its headquarters. Lowes Home Improvement has agreed to provide labor and materials for needed renovation of the survey building, and is preparing a donation letter for the City. Steering Committee chair Christina Parrish will continue to work with the City and Lowes to ensure that this process moves forward until the premises are ready for occupancy.

f) Initial Local Partners: A discussion of the non-profit and City partners that GWJAX met with, discussed project ideas and areas of collaboration with, and plans to work with on projects have all been covered in previous sections and summarized in *Appendix H*. The Board will work closely with the new Executive Director to ensure that s/he reaches out to and connects with all the partners that have committed to working with GWJAX in the next few years and follows up on the project plans outlined in this study.

g) Organizational Benchmarks for First and Second years:

The following benchmarks for Groundwork Jacksonville were developed from Groundwork USA's suggested goals based on experience with newly formed Trusts across the network.

The Steering Committee and new GWJAX board will take on the following tasks - while the process of hiring a new Executive Director is underway - early in the organization's launch phase:

In the first few months after the organization is made official, GWJAX will:

- Incorporate the organization in Florida
- Obtain Federal tax identification number
- Open bank account
- Begin to develop 501c3 application
- Establish initial board of directors and board officers
- Develop and approve by-laws (see Appendix K, for example)
- Initiate hiring process and hire the Executive Director
- Establish fiduciary relationships with GWUSA and City of Jacksonville
- Execute GWUSA Memorandum of Agreement

The Executive Director will then work to meet the following benchmarks in conjunction with the board:

- Develop and approve initial budget (an updated budget based on feasibility study budget)
- Finalize office space at the survey building
- Receive first payment from fiduciary
- Obtain liability insurance
- Obtain QuickBooks or similar accounting system
- Buy office equipment and furniture
- Recruit and hire Green Team Leader
- Develop Green Team program
- Identify initial demonstration project
- Develop and flush out initial programs
- Write grants and meet with funders
- Develop initial marketing materials
- Attend annual GWUSA conference and participate in monthly ED calls

YEAR 2 BENCHMARKS

- Complete One Year Operational Review by GWUSA.
- Complete annual review of Executive Director
- Hire additional staff
- Initiate first brownfields project and/or build on one or more of GWUSA's National Programs.
- Target budget of \$150,000.
- Percentage (%) of budget covered by NPS and city match decreases in proportion to funds from other sources.
- Percentage (%) of funds from other sources to support operations increases.
- 100% of board contributes financially (give or get) to support the GW Trust through either personal donation, securing a donation directly or through fundraising event(s).
- Marketing materials completed in accordance with GWUSA & NPS guidelines.
- Report on number of projects completed.
- Deliverables for initial NPS Task Agreement completed.

- IRS Form 990 filed along with all mandatory state reporting.
- Increase and improve staff capacity.
- Complete Strategic and Business Plan for next 3 years.

7. CONCLUDING REMARKS

The Groundwork Jacksonville feasibility study process has been a successfully collaborative and community-driven process, run by Steering Committee members who are committed to seeing their beloved Springfield and Eastside neighborhoods revitalized and restored into a more thriving and beautiful community. There is no doubt they will work hard to achieve their vision through their work with Groundwork Jacksonville moving forward.

While all the Steering Committee members provided invaluable support throughout the process in various ways, including critical input at every stage that informed and improved this Study, here we would like to acknowledge, with deep gratitude, a few who worked tirelessly on the day-to-day work and details of managing the process and getting the Feasibility Study and Launching Strategy completed:

Christina Parrish, for her great leadership, commitment, hard work and vision through every aspect of this process from start to finish; Gene Montgomery, for his committed leadership and work towards an inclusive process and consistent support throughout; Alyssa Bourgoyne, Project Coordinator, for coordinating every aspect of this process so expertly, taking care of what needed to be done and making sure it all happened, and on schedule, and for getting the Study completed. And thanks also to Jaime Doubek-Racine and Anjali Chen for facilitating the process and the Study to its successful completion.

8. APPENDICES

Appendix A – Steering Committee Members

Appendix B – Aerial Map of Jacksonville and Target Area

Appendix C – Flyer for Community Meeting in April 2014

Appendix D – Detailed Project Descriptions

Appendix E – Jacksonville Health Zone Fact Sheet

Appendix F – Target Area Brownfields

Appendix G – GWUSA's Brownfield to Greenspace Guide

Appendix H – Projects Program and Funding Matrix

Appendix I – Other Funding Source Opportunities

Appendix J – GWUSA's Board Guidelines

Appendix K – Proposed By-Laws and Board Structure for GWJAX

Appendix L – Groundwork's Thoughts on Hiring an Executive Director

Appendix A

Core Group and Steering Committee members

Core Group

Ken Covington: First Baptist Church-Oakland

Jeff Foster: City of Jacksonville – Solid Waste

Barbara Goodman: Local National Park Service

Reginald Lott: Operation New Hope

Gene Montgomery: LISC Jacksonville

Christina Parrish: Springfield Preservation & Revitalization

Dave Roman: City of Jacksonville – Mayor's Office

Wynetta Wright: Eastside Environmental Council

Steering Committee

****All members of Core Group****

Sarah Ashbrook: Florida State College Jacksonville – Environmental Workforce Development & Job Training Program Project

Annie Bean: Eastside Environmental Council

Dawn Emerick: Health Planning Council of Northeast Florida

Marc Hudson: North Florida Land Trust

Heather Ireland: City of Jacksonville – Brownfields Coordinator

Daryl Joseph: City of Jacksonville – Parks and Recreation

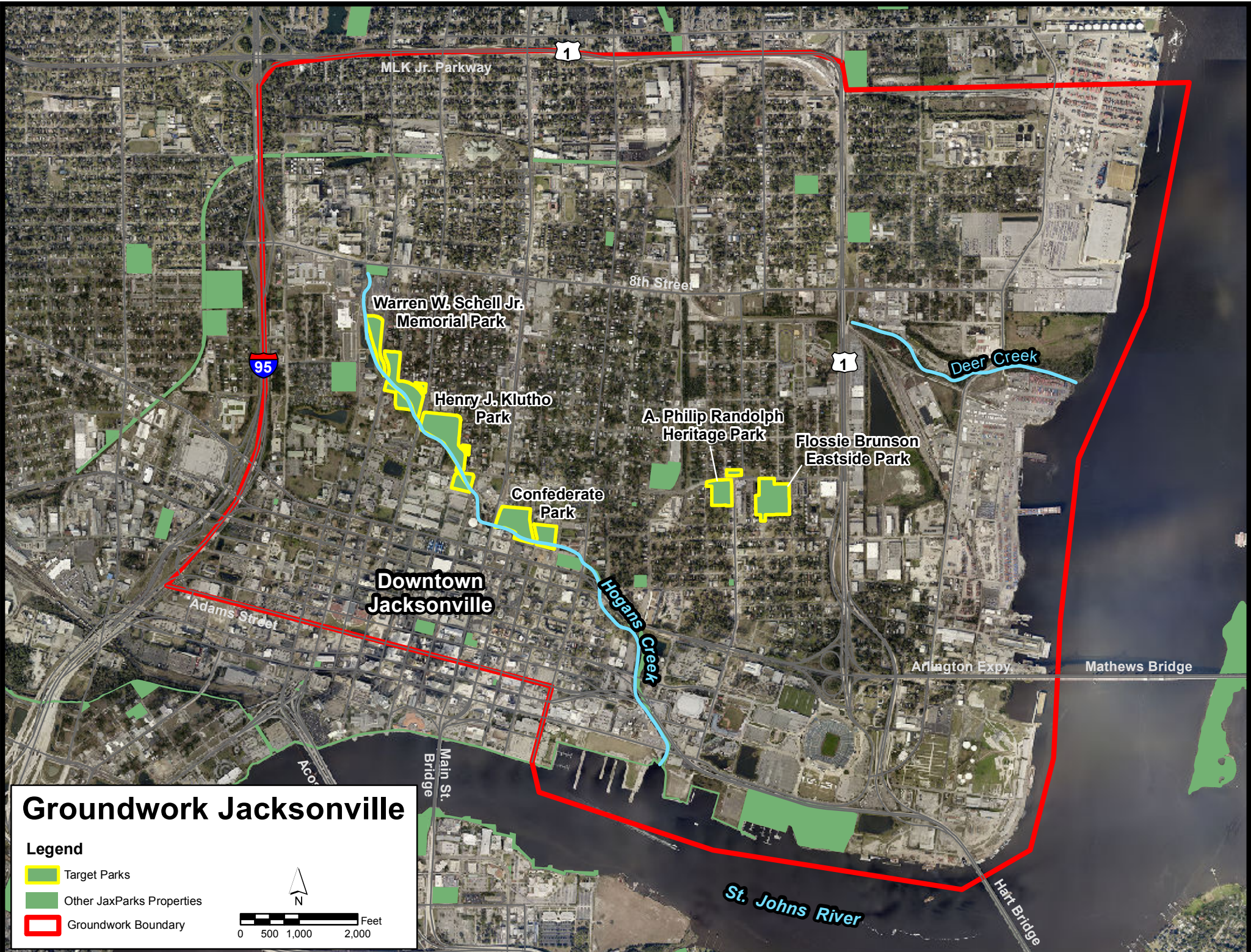
Mark Middlebrook: St. Johns River Alliance

Janet Owens: LISC Jacksonville

Lisa Rinaman: St. Johns Riverkeeper

Pamela Scherer: Florida State College Jacksonville – Environmental Workforce Development & Job Training Program Project

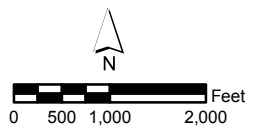
Quinton White: Marine Science Research Institute – Jacksonville University



Groundwork Jacksonville

Legend

- Target Parks
- Other JaxParks Properties
- Groundwork Boundary



GROUNDWORK JACKSONVILLE

East Jacksonville and Springfield have been selected by the National Park Service to receive funding as a Groundwork Trust!



Groundwork USA is a network of local nonprofits supported by the National Park Service and the Environmental Protection Agency. Groundwork Jacksonville will bring neighborhood and community groups from Springfield and East Jacksonville together to:

- Clean up and enhance the environment;
- Provide 'green' employment opportunities to local youth and other residents;
- Provide support to existing businesses and create an incubator for start-ups;
- Enhance quality of life by improving and creating parks and recreational and fitness amenities; and
- Increase access to fresh foods through community gardens and neighborhood markets.



Monday, April 14, 2014

5:30 p.m. - 7:00 p.m.

Jacksonville Children's Commission
1095 A. Philip Randolph Boulevard

Light Refreshments Will Be Served

Speakers:

Christina Parrish & Ken Covington

Will share their vision for Groundwork
Jacksonville

Anjali Chen

National Trust Services Director of
Groundwork USA, will discuss the history and
mission of Groundwork and share successes
of the 19 member Trusts

Dennis Chestnut

Executive Director of Groundwork Anacostia,
will talk about the exciting work that
Groundwork is doing in Washington, DC

QUESTIONS & ANSWERS

Please join us to learn more about projects and programs
planned for Groundwork Jacksonville

APPENDIX D: GROUNDWORK JACKSONVILLE DETAILED PROJECT DESCRIPTIONS

These are project descriptions contained in the original proposal that was submitted to NPS by the Jacksonville Steering Committee, put together primarily by the City of Jacksonville. The Steering Committee felt it would be useful to capture the project details contained in these descriptions, as well as the information regarding the role the City of Jacksonville saw itself and Groundwork Jacksonville playing in implementing these projects.

URBAN WATERS RESTORATION RELATED PROJECTS

1) Bioswale Installation and Maintenance

Hogans Creek is a distressed waterway located within the Jacksonville Groundwork Steering Committee service area that would have its water quality improved through the installation of bioswales in the area between Pearl Street and 6th Street (Figure 4). A fish consumption advisory has been placed on Hogans Creek due to the presence of high fecal coliform contaminants. Bioswales are gently sloped landscaped drainage swales filled with vegetation, compost and/or rip rap that remove silt and pollutants carried by surface water run-off. The installation of bioswales along Hogans Creek will maximize the holding period of surface water run-off in swaled areas prior to reaching the creek, which will allow for a breakdown of pollutants, removal of silt and a reduction in downstream flooding. The bioswales will be installed in such a manner as to beautify the area through landscape design, including planting beneficial plant species.

The Groundwork Trust would seek participation of construction assistance through the summer jobs program and continued maintenance through programs such as the Adopt-a-Park program. A bioswale could be designed to serve as a hazard in the Frisbee disc golf course in the park. The River City Disc Golf Association would be contacted as a partner in this effort to increase events at this location and draw people to this area.

City of Jacksonville Participation

The City of Jacksonville would provide support and assistance through picking up trash and yard waste collected during construction and routine maintenance activities.

The City of Jacksonville would promote and support Frisbee disc golf events in this area.

Projects Enhancements

Improve the water quality in Hogans Creek which will allow for a betterment of recreational activities such as canoeing, kayaking and fishing

Beautify the area through landscape design

Improvement and adding unique features to the existing Frisbee disc golf course making this a destination for Frisbee disc enthusiasts

2) Removal of Municipal Incinerator Ash along Deer Creek

Deer Creek is a small Eastside tidal creek in the Jacksonville Groundwork Trust service area that empties into the St. Johns River. The areas surrounding this creek contain numerous impacted sites, including superfund sites, leaking underground storage tanks and pesticide contamination sites. The area's soils and groundwater have been degraded from years of heavy industrial usage. The area along the stream course was used in the middle 1900s as a disposal area for municipal incinerator ash to fill in low lying areas for development. Municipal incinerator ash in depths of 4-5 feet can be found along the creek. Exposed ash deposits are visible along the bank close to the outfall with the St. Johns River. Municipal incinerator ash can contain heavy metals, dioxins, and carcinogenic polynuclear aromatic hydrocarbons (PAH) above regulatory levels. The chemical compound was detected in fish tissue samples that resulted in fish advisory signs being posted along Hogans Creek and Long Branch Creek (just outside of the service area) was a carcinogenic PAH. This project would involve the removal of the ash deposits and intrusive vegetation from the creek bed and would be done to enhance the access of the proposed Deer Creek North Kayak and Canoe Launch project.

Projects Enhancements

Increased access to the St. Johns River and Deer Creek waterway

Launch point for access to the proposed Exchange Club Island Park

Income rental for kayaks and canoes

Increased access to recreational activities

Provide an end point to the circular Hogans Creek to St. Johns River to Exchange Club Island route

3) Hogans Creek Dredging Project

The northern portion of Hogans Creek from Confederate Park to the area south of the Shands Jacksonville campus is an impacted stream bed that contains large quantities of sediment buildup, trash, solid waste and overgrown vegetation so that only certain areas of the stream are assessable for kayak and canoe users. This project would involve removing sediments, trash, solid waste, choking vegetation and 1-2 feet of creek bottom along Hogans Creek generally from the west end of Confederate Park to the end of the existing concrete palisade walkway. This area coincides with the walkway bike path that will be starting construction this year. The purpose of the project is to facilitate canoe and kayak access, remove stream bed trash and solid waste and to provide some measure of flood control to protect downstream areas after significant rainfall events. The Groundwork Trust would seek develop a program to provide local service area residents job opportunities for the construction work and on-going and long-term maintenance of the stream bed, including vegetation and trash control.

Project Enhancements

Mitigation of flooding along the stream banks

Improved water quality

Increased access to the waterway for kayaks and canoes

Increased access to recreational fitness activities

Local construction and long term maintenance job opportunities

4) Hogans Creek South Launch Site and Exercise Trail

Currently an existing canoe and kayak launch on Hogans Creek provides access the creek from the Mathews Bridge off-ramp down to the confluence with the St. Johns River. This portion of the creek is heavily wooded and contains several rip-rap erosion control features. The kayak and canoe launch area is unimproved and consists of an open area covered by sparse grasses. This project would involve enhancing the existing grassed parking areas with designated gravel entrance and parking areas, building a small launch ramp or dock along the creek, as well as constructing approximately 8,000 linear feet of walkway and jogging paths along both sides of the creek. Additionally, exercise and stretching stations, park benches and rest stop areas would be added along the pathway along with additional rip-rap erosion protection gabions, and repairing existing riparian structures now in poor condition. Additional tasks associated with this project include removing trash and solid waste along the stream banks and in the creek. Additionally, a launch and retrieval ramp would be constructed along the bank at the Jacksonville Shipyards, another Brownfield project, that will have an associated walking path that connects to the right-of-way of Bay Street leading directly into the downtown entertainment district.

5) Deer Creek North Launch Site

In conjunction with the proposed project No 8, a kayak and canoe launch site is at the confluence of Deer Creek and the St. Johns River. This would allow a circuitous paddle route from either of the two launch sites, Hogans Creek or Deer Creek, to access the St. Johns River. Users can then move up and down the St. Johns River in an east-west arc to an island known as Exchange Club Island, where plans are being evaluated to convert the former spoil island to a park. Exchange Island is a former dredge spoil island. Exchange Club Island is due east from the mouth of Deer Creek.

Project Enhancements

Increased access to the waterway for kayaks and canoes

Increased access to recreational fitness activities

Income for the rental of kayaks, canoes and bikes

Access to the St. Johns River

Access to the downtown entertainment district

6) Installation and Maintenance of Wetland Creation Areas

Hogans Creek is a distressed waterway located within the Jacksonville Groundwork Steering Committee service area that would have its water quality improved through the installation of wetland creation areas in the low-lying flat areas along the creek between Pearl Street and 6th Street (Figure 4). A fish consumption advisory is currently placed on Hogans Creek due to the presence of fecal coliform contaminants. The installation of wetland creation areas along Hogans Creek will provide a filtration mechanism for pollutants, thereby increasing water quality, provide for flood attenuation, attract wildlife and beautify the area. Informational plaques for wildlife drawn to the area would be installed, providing for increased educational opportunities. Additionally, kayak and canoe trails and launch ramps would be interwoven in the wetland creation areas that connect directly to Hogans Creek to provide additional access to the creek in the northern portion of the creek's stream course.

The Groundwork Trust would seek participation of construction assistance through the summer jobs program and continued maintenance through programs such as the Adopt-a-Park program.

City of Jacksonville Participation

The Hogans Creek Greenway walking path is planned to be installed along the creek.

The City of Jacksonville would provide support and assistance through picking up trash and yard waste collected during construction and routine maintenance activities.

Projects Enhancements

Improve the water quality in Hogans Creek which will allow for a betterment of recreational activities such as canoeing, kayaking and fishing

Beautify the area through the planting of native wetland species and attraction of wildlife

Provide for flood attenuation

Increased park attendance

Increased recreational access

BROWNFIELDS TO GREENSPACE PROJECTS

1) Community Gardens

The City of Jacksonville has approximately 30 vacant land parcels within the Jacksonville Groundworks Steering Committee service area that would be made available for use as community gardens (Figure 5). To enhance the effort to provide the broadest range of opportunities for the local population to access affordable, low-cost fresh vegetables and fruits, community gardens would be targeted for neighborhood groups, churches and non-profits. These groups would make an application to the Jacksonville Groundworks Trust to use the vacant lots. The Jacksonville Groundworks Trust would be

responsible for the upkeep of the lots through the use of youth volunteers for weed control, litter pick up and yard mowing and for construction of the raised planting beds.

The Groundworks Trust would also seek to provide economic incentives for the use of private parcels within the service area by paying rent to the owners for the use of the properties as community gardens. Additionally several areas along the Hogans Creek drainage way would be utilized as monthly Farmer's Markets that would allow individual members of the groups and/or the groups themselves who use the community gardens the opportunity to sell their surplus to the local service area community.

COJ Participation

Organic enhanced soils made through at our mulching operations at the Trail Ridge LF would be made available for use as planting bed materials.

Dedicated funding in the amount of \$10,000/year for the purchase of wood and fastener materials for the construction of the raised beds, seeds, and gardening tools

Dedicated funding in the amount of \$10,000/year for rental of private properties

The use of fertilizers, herbicides and pesticides that are dropped off at the City's Household Hazardous Waste Facility

Projects Enhancements

Access to fresh vegetables and fruits in areas that have a historically low number of retail grocery stores

Farmers Markets for the community garden participants to sell their produce for income generation

Economic incentives for fallow private properties to be used as community gardens

2) Confederate Park

Confederate Park and Orange Avenue

Confederate Park is an approximate 12-acre parcel on Hogans Creek just north of the downtown Jacksonville. The soils and groundwater under the park and the creek bed itself are heavily impacted with manufactured gas plant residue. Under a consent order with the Florida Department of Environmental Protection (FDEP), the City must remediate the area. The impacted area comprises 23,000 cubic yards of free product, which is a viscous tar-like substance that has impacted the Orange Avenue right-of-way, the entire length of the stream as it traverses Confederate Park east to west, and the E.H. Thompson building. During hot weather, the tar floats and oil sheens can be seen on the stream. Since the creek is tidal, the contaminants wash downstream into the lower reaches of Hogans Creek and into the St. Johns River. Surface project enhancements such as the restoration of the concrete railways, bridge crossings, cedar plank stream bed and on-site pond will be incorporated into the final

remediation design. The site fits the requirements as a Brownfield site, and the city is in active pursuit of grant funding for project enhancements.

The Orange Avenue right-of-way is one block south of the Confederate Park area and is bounded on the west by Main Street, the former Park View Inn site, which was a manufactured gas plant from the mid 1980's to approximately 1913, and to the north by the former E.H. Thompson building. The E.H. Thompson building and decorative concrete railing and bridge crossings along Hogans Creek were designed by architect Henry Klutho. A grassed area on the east end of the E.H. Thompson building runs along the southern boundary of Hogans Creek as it traverses the park. The area under the right-of-way has extensive manufactured gas contamination, including degraded groundwater, free product and saturated soils that will require active remediation. Currently, Confederate Park, the E.H. Thompson building and the former Park View Inn properties are involved in an active FDEP consent order. Following remediation, the right-of-way could be converted into a greenway pocket park and pedestrian corridor that will connect an existing historic bridge across the creek onto the small grassed area and thence into the right-of-way to Orange Avenue. The walkway would extend to Main Street, where pedestrians can turn left and enter the northern section of downtown or turn right and walk back into Confederate Park area and access the Dog Park at the west end of the park, the park interior or the pedestrian walkway currently being constructed along Hogans Creek. Proposed amenities for the right-of-way include grassed areas where asphalt once existed, shade trees, park benches, walking path and exercise stations. The small grassed area at the end of the E.H. Thomson building at the foot of the pedestrian bridge may have a kayak and canoe launch. Due to the existing historical concrete balustrade, the launch will have to be a mechanical lift platform type of launch.

Project Enhancements

Increased access to the waterway for kayaks and canoes.

Increased access to recreational fitness activities.

Income for the rental of kayaks, canoes and bikes.

Increased access for Springfield residents to walk into the downtown core area.

Greater access to restaurants and entertainment facilities.

3) Repair, Replace, Rehabilitate Hogans Creek's Decorative Concrete Railing and Bridge Crossings

The Hogans Creek course and associated architectural features are listed as a National Historic site in the Jacksonville Groundwork Steering Committee service area. The creek is unique in that the waterway is lined by decorative concrete railings and bridges designed by Henry Klutho as part of the Grand Canal design for Jacksonville known as the Emerald Necklace. The name comes from the fact that the two major creeks within the area encircle the historical boundaries of the original Jacksonville city boundaries. The decorative concrete railings and columns along the watercourse are chipped, discolored and missing pieces. The numerous bridges that cross the creek have columns, light fixtures and other

decorative amenities that were installed as part of the original construction that are missing or in serious disrepair. This proposed project would involve the restoration of the railings, bridges and lighting fixtures.

The Groundwork Trust would seek participation of construction assistance through the summer jobs program and continued maintenance through programs such as the Adopt-a-Park program and community volunteers to perform routine maintenance.

City of Jacksonville Participation

The Hogans Creek Greenway walking path will be installed along the creek, while refurbishing the architecture would enhance the parks and recreational amenities that line the creek's course.

The City of Jacksonville would provide support and assistance through picking up trash and yard waste collected during construction and routine maintenance activities.

Projects Enhancements

Enhance a historical and cultural community asset

Increased park attendance

4) Vegetation Planting

In conjunction with the construction of a bike and walkway path along Hogans Creek that will start this year, planting shade and flowering trees, decorative native landscaping and flower beds along the pathway would enhance the project and provide environmental benefits. In addition, park benches and rest areas would be interwoven along the planting course. There are approximately 6,500 linear feet of stream course and 15 acres of open adjacent spaces that could be used as planting areas. The main focus of the planting would be in areas that have undergone municipal incinerator ash remediation along the proposed bike and walking path soon to be under construction.

Project Enhancements

Increased CO2 sequestering

CO2 emissions reduction

Visual enhancement along the walkway

Shade for park benches and rest stop seating areas



U. S. Environmental Protection Agency

Region 4

Jacksonville Health Zone 1

Superfund Update Fact Sheet

Jacksonville, Florida

Duval County

July 2011

The United States Environmental Protection Agency (EPA), Region 4, is committed to informing the citizens affected by the cleanup activities of the Superfund Sites within Health Zone 1 of cleanup progress. This fact sheet provides information related to water bodies surrounding Superfund cleanup location(s).

Jacksonville Ash Sites

The Jacksonville Ash Superfund sites are comprised of three facilities in Jacksonville, Duval County, Florida: the **Forest Street Incinerator**, the **5th & Cleveland Incinerator**, and the **Lonnie C. Miller, Sr. Park**. The Forest Street Incinerator occupies approximately 460 acres of land and, together with the 5th & Cleveland Incinerator, operated as the City of Jacksonville's municipal solid waste incinerator from the 1940s until the 1960s. Combustion ash, clinker, and ash residues were disposed of on each of the incinerator properties and also on the land that was later redeveloped into the Lonnie C. Miller, Sr. Park. Current land uses on this large site include residential, commercial, recreational, and public services, including the Forest Park Head Start School and the Emmet C. Reed Community Center.

The City of Jacksonville conducted a preliminary assessment at the sites and found significantly elevated lead levels in the soil and ground water due to the presence of incinerator ash on the sites. Elevated levels of arsenic, metals, and dioxins were also found in soils at each of the three facilities. From 1997 through

2004, EPA conducted a series of investigations, analyzing for metals, semi-volatile organics, pesticides, polychlorinated biphenyls (PCB), and dioxins in soils, surface water, sediments and ground water at each of the three sites.

The surface water migration pathway was of potential concern because elevated levels of arsenic and lead were detected in sediment samples from McCoy's Creek during the investigation. In 2004, EPA funded the Duval County Health Department *Fish Tissue Study and Exposure Investigation* on the Ribault River and McCoy's Creek. Based on this study, detected levels of metals and dioxins in fish were below levels of concern for human consumption, and no recommendation or advisory was issued. Currently, all three of the sites are being cleaned up following the completion of the comprehensive site-wide Remedial Action Work Plans.

Brown's Dump

The Brown's Dump Superfund site is located in the City of Jacksonville. Approximately 80 acres in size, the site consists of the former Mary McLeod Bethune Elementary School, an electrical substation of the

Jacksonville Electric Authority (JEA), surrounding single family homes and multiple family complexes (e.g., apartments).

From the late 1940s until the mid-1950s, the site was an operating landfill used to deposit ash from the City of Jacksonville's municipal incinerators (Jacksonville Ash sites). Investigations have indicated that ash is present within the site at depths varying from the surface to, in some locations, greater than 20 feet below land surface. After closure of the landfill in 1953, the property was obtained by the Duval County School Board in 1955, through condemnation procedures, for construction of a school. At approximately the same time and later, land surrounding the original landfill began to undergo development of residential homes and apartment complexes.

The original location of the dumping operation is centered on the northern portion of the former Mary McLeod Bethune Elementary School. School year 2000/2001 was the last year the school operated. Elevated levels of lead, arsenic, other inorganics and dioxin/furans were found in soils. Additionally, lead was detected in sediment samples collected from Moncrief Creek. The groundwater and surface water samples did not show any detectable levels of lead.

In summary, sampling performed to date indicates that sediment does not contain ecologically significant concentrations of contamination, and contaminants found in soil do not appear to be migrating to other media. Ongoing cleanup activities at the Brown's Dump site include stabilization of the banks of Moncrief Creek in addition to contaminated soil excavations.

Kerr McGee (Jacksonville)

The Kerr McGee Chemical site is located at 1611 Talleyrand Avenue along the western shoreline of the St. Johns River in Duval County, Florida. The site was included on the National Priorities List in March 2010 following the Tronox, Inc. bankruptcy.

The site occupies approximately 31 acres and is located within a heavily industrialized area of the City of Jacksonville. The site is bordered to the north by the Port of Jacksonville, to the south by undeveloped property and a trucking company, to the east by the St. Johns River, and to the west by Talleyrand Avenue. Residential and commercial properties are also located near the site. The site is currently unused.

From 1893 to 1978, the site was utilized as a fertilizer and pesticide formulating, packaging, and distributing facility. These operations resulted in the release of various contaminants to the soil, ground water, and sediments in the St. Johns River. Ground water beneath the site discharges to the St. Johns River, and testing of this discharge indicates that dissolved metals, pesticides, and PCBs are reaching the river at levels above ecological screening levels.

From 1984 to 2005, under the jurisdiction of the Florida Department of Environmental Protection (FDEP) and EPA, the potentially responsible party conducted several environmental studies to define the nature and extent of the site contamination. The results of these investigations revealed the presence of volatile organic compounds, semivolatile organic compounds, pesticides, polychlorinated biphenyls, and metals. EPA is currently in the process of evaluating this information, as well as public comments, to determine the best approach to site cleanup.

Fairfax Street Wood Treater

The Fairfax Street Wood Treater (FSWT) site is a former wood treatment operation located at 2610 Fairfax Street, Jacksonville. The 12-acre site is located in a residential area of Jacksonville, immediately adjacent to two elementary schools, a private school/day care, and several residential properties (both single family and multi-unit).

EPA Superfund Emergency Response and Removal Actions began in August 2010. The Removal Action is currently ongoing and expected to be completed by the fall of 2011. The purpose of the Removal Action is to stabilize the site and remove the most highly contaminated materials, including building materials, surface soils, sediment, and surface water in the on-site detention basin. EPA is also evaluating the need for additional response actions to address long-term clean up of the site. EPA is in the process of determining whether the site qualifies for Superfund Remedial action.

From 1980 to 2010, Wood Treater LLC pressure treated utility poles, pilings, heavy timber, and plywood products using the wood treating preservative chromated copper arsenate (CCA). CCA is characterized by a bright green color and is composed of waterborne oxides, or salts, of chromium, copper, and arsenic. The copper serves as a fungicide, the arsenic serves as an insecticide, and the chromium binds the copper and arsenic to the wood. Wood was pressure treated with CCA and allowed to drip dry on site.

While the treated wood drip-dried, CCA was deposited onto the ground and concrete drip pad, causing contaminated soil. During rain events, the CCA mixed with rain water resulting in contaminated stormwater. Some of the CCA contaminated stormwater

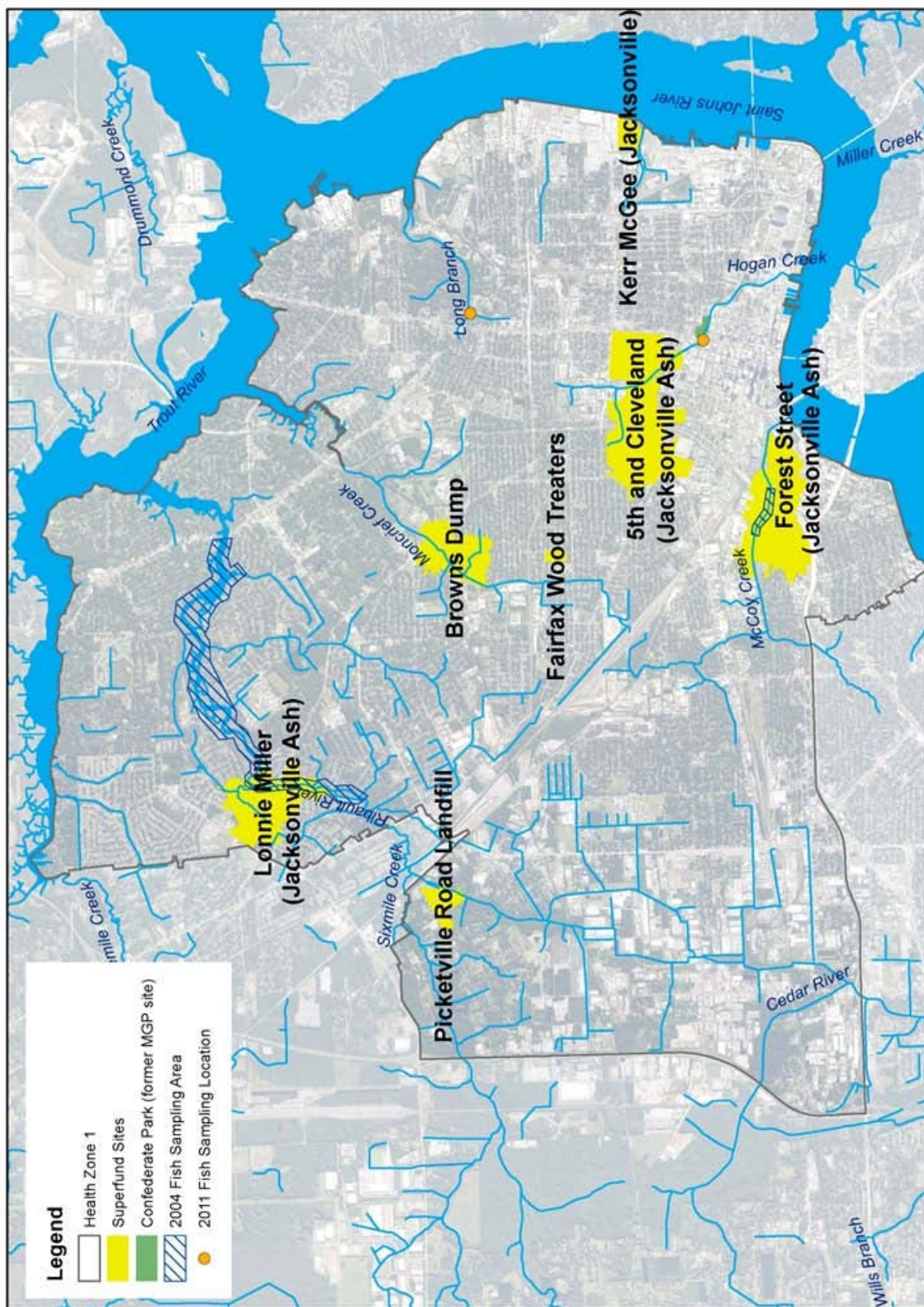
was collected and reused for wood treating, and some of it was uncontrolled and flowed off the site and onto surrounding properties. Wood treating operations resulted in soil contamination with chromium, copper and arsenic.

During operation, stormwater was diverted to ditches along the northern and western property boundaries and drained to a retention pond at the northwestern corner of the property. An overflow pipe is located in the retention pond discharges into Moncrief Creek, a tributary of the Trout River. Low levels of arsenic contamination have been found in Moncrief Creek.

Picketville Road Landfill

The Picketville Road Landfill site occupies approximately 52 acres in Jacksonville, Duval County, Florida adjacent to Little Sixmile Creek. Landfill operations began at the Site in 1968. Initially all types of wastes were disposed at the site, including municipal waste, and industrial wastes such as oil, lead acid battery liquid waste, battery casings, light turpentine sludge, and PCBs. However, in 1971, municipal waste was diverted to other municipal landfills and the site was dedicated for the disposal of hazardous wastes.

Physical construction of the remedy was completed in 1997, and ground water monitoring demonstrates that natural attenuation of ground water contamination is occurring. Ground water monitoring has continued for more than ten years, and over this period volatile organic compounds have attenuated to below cleanup standards and natural attenuation of other contaminants is proceeding as expected. Ongoing operation and maintenance activities consist of groundwater monitoring and site maintenance.



Superfund Sites in Jacksonville Health Zone 1

ADDITIONAL INFORMATION

Jacksonville Ash Repositories

Jacksonville Urban League

903 West Union Street
Jacksonville, FL 32205

or

Bradham Brooks Public Library

1755 West Edgewood Avenue
Jacksonville, FL 32208

Brown's Dump Repository

Clanzel T. Brown Center

4415 Moncrief Rd.
Jacksonville, FL
904-764-8752

Kerr McGee (Tronox) Repository

Jacksonville Public Library

Eastside Branch

1390 Harrison Street
Jacksonville, FL 32206

Fairfax Repository

Dallas James Graham Branch Library

2304 N. Myrtle Avenue
Jacksonville, FL 32209

Picketville Repository

Jacksonville Main Public Library

303 N. Laura Street
Jacksonville, Florida 32202

Further information can be provided by EPA- Region 4 Representatives

Jacksonville Ash & Brown's Dump

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Picketville Superfund Site

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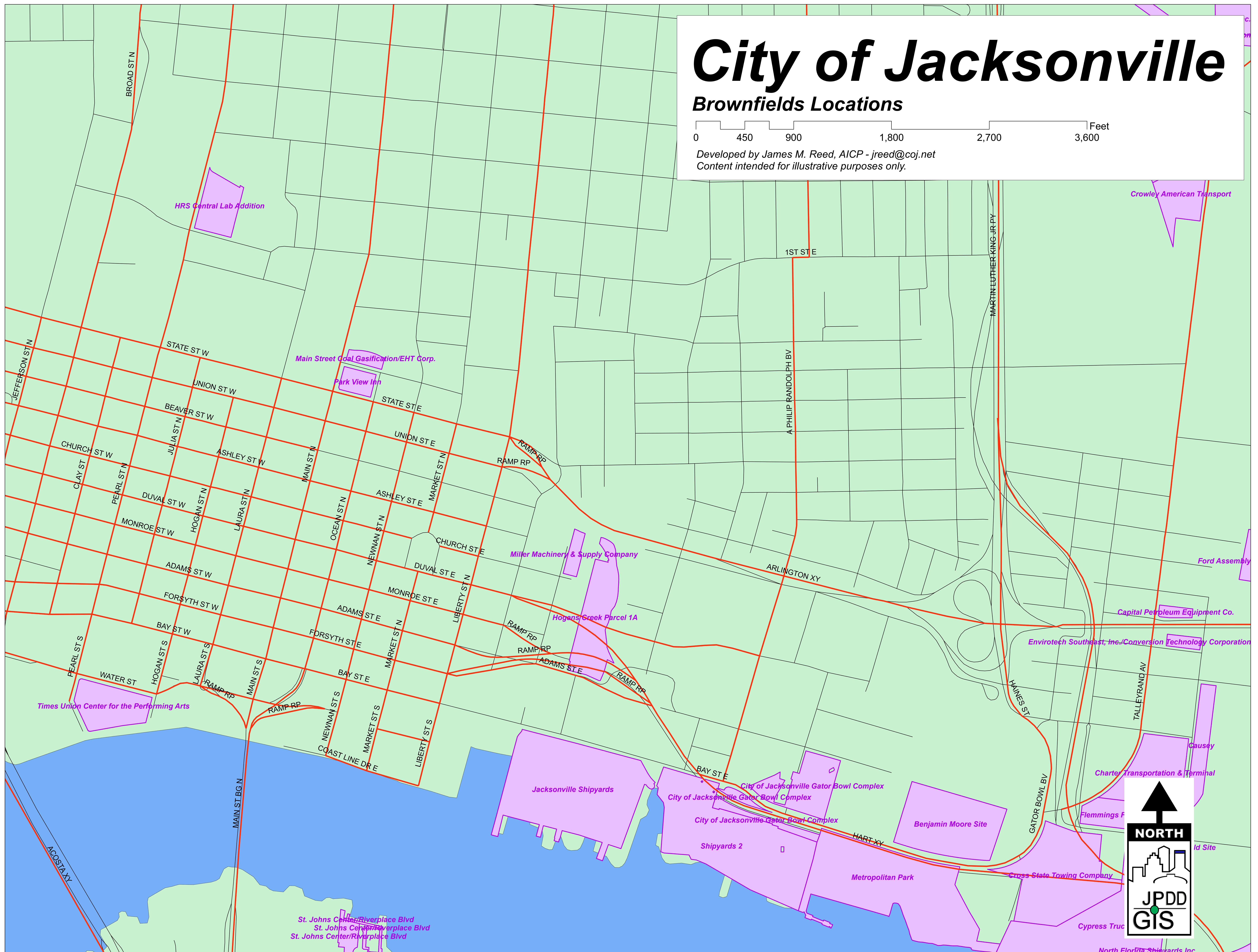
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Superfund Division
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Content intended for illustrative purposes only.



Appendix F

Brownfields Properties in Proximity to Target Area

Individual brownfield sites identified with contaminants in proximity to Hogans Creek:

- 1217 Pearl Street – Health Department Building on Pearl and 1st Street
- 937 N. Main Street – Former Main Street Coal Gasification Plant/E.H. Thompson Building
- 601 E. Church Street – Former Miller Machinery & Supply Dry cleaning
- 601E. Adams Street – Former Storage for Shipyard operations
- 950 E. Bay Street – Former refinery & tank farm/now Metro Park
- 1100 E. Adams Street – Former bulk fuel terminal facility/now parking for stadium Deer Creek

Individual brownfield sites identified with contaminants in proximity to Deer Creek:

- 1000 E. 8th Street – former Turner Electric Superfund site
- 1040 E. 8th Street – former American Celcure Superfund site (vacant site across street from Turner)
- 1226 E. 8th Street – former Aramark Uniform Service
- 1100 Talleyrand Avenue - former Creosote Tanks/CSX Superfund site
- 1600 Talleyrand Avenue – former Sun Coast Fuels, Inc. Superfund site
- 1433 Talleyrand Avenue – Jones Chemical Superfund site
- 1611 Talleyrand Avenue – former Kerr-McGee Superfund site

Individual brownfield sites identified with contaminants in proximity to Springfield:

- 2245 N. Main Street –former Dozier and Gay Paint Company
- Corner of 8th Street and Hubbard – former AAA Chemicals
- 1760 Walnut Street –Speedway Food Store
- 1905 Walnut Street – former Duval Laundry and Cleaners
- 1855 Iona street – former Boggs Supply
- 1850 Main Street – former Goodyear Tire Facility – now vacant restaurant / theatre
-

Individual brownfield sites identified with contaminants in proximity to East Jacksonville:

- 612 E. 12th Street – former Rouse Steel Drum Superfund site
- 2500 Evergreen Avenue – Berman Brothers Inc.
- 2210 Phoenix Avenue – former Rite Way Cleaners
- 2135 Haines Street – former C.W. Owens Pest Control

Appendix G

BROWNFIELDS 2014 – RECLAIMING VACANT LAND AS QUALITY OPEN SPACE:

GROUNDWORK'S FIELD-TESTED CHECKLIST FOR GETTING FROM BROWNFIELD TO NEIGHBORHOOD ASSET

1. SO YOU HAVE YOUR EYE ON A BROWNFIELD SITE; MAYBE THE COMMUNITY HAS SAID IT'S A PRIORITY. THERE'S A SUSPICION OF CONTAMINATION. IS SITE INVESTIGATION OR A REMEDIATION STRATEGY WARRANTED?

1.1. THINGS TO LOOK FOR

- 1.1.1.** Cars parked on-site long-term (leaking oil or fuel)
- 1.1.2.** Apparent owner abandonment or long-term neglect/deferred maintenance of site
- 1.1.3.** Visible building foundations post-demolition show pipes, tunnels, canals, conduits, underground storage tanks, etc.
- 1.1.4.** Building on-site contains drums filled with unidentifiable materials/liquids
- 1.1.5.** Former residential home burned; post-demo debris back-filled into foundation (heavy metals)
- 1.1.6.** Pigeon guano (EPA-classified contaminant)
- 1.1.7.** Sanborn Maps (record of site's prior uses, including existing or former structures—can be found at City Hall, public library or municipal planning/community development office) may indicate former and/or recent noxious or industrial use(s)

2. YOU FIND YOURSELF WRESTLING WITH SITE CONTROL... EITHER ACQUIRING THE SITE OUTRIGHT OR AT LEAST GAINING SITE CONTROL TO BE ABLE TO MAKE IMPROVEMENTS ON-SITE, AND/OR GET SOIL TESTING DONE IN THE INTEREST OF TAKING NEXT STEPS. WHAT THINGS SHOULD YOU CONSIDER?

2.1. INVESTIGATING OWNERSHIP

- 2.1.1.** Visit Registry of Deeds/Recorder of Deeds to look up the parcel in question.
- 2.1.2.** Owned by City?
 - 2.1.2.1.** Approach City about site concerns, present potential as open space, illustrate support of local stakeholders (residents living nearby, local business owners, youth, etc.).
 - 2.1.2.2.** Strategize with City about investigating site contamination concerns, financing for site redevelopment as park/open space, etc.
- 2.1.3.** Owned privately?
 - 2.1.3.1.** Determine if owned by private citizen or bank, holding company, etc. (Sometimes this step is extremely difficult to ascertain and can add years to a project's timeline.)
- 2.1.4.** Is the title in good standing?
 - 2.1.4.1.** Does the property appear neglected/abandoned?
 - 2.1.4.2.** Are taxes paid in full and current, or is there a tax lien on the property?
 - 2.1.4.3.** If title is NOT in good standing, this may be a point to negotiate site ownership with City.

3. PERHAPS AFTER YOU LEARN A BIT ABOUT SITE OWNERSHIP, YOU DECIDE TO APPROACH THE SITE OWNER TO EXPRESS THE POTENTIAL OF (AND INTEREST IN) THE SITE BECOMING

A COMMUNITY ASSET, SUCH AS A PARK; OR YOU CONSIDER NEGOTIATIONS WITH CITY GOVERNMENT TO TAKE OWNERSHIP. WHAT SHOULD YOU KEEP IN YOUR “BACK POCKET” FOR ADVANCING THESE NEGOTIATIONS PRODUCTIVELY?

- 3.1. Fighting for the good stuff, rather than fighting against the bad stuff.
- 3.2. Appeal to site owners’ sense of giving back to the greater common good.
- 3.3. Alternatively, figure out the site owner’s “skin in the game” (positive press? negative press? desire for new business among residents in the neighborhood?) and work to achieve a “win-win” scenario that involves the land coming into public hands for open space end use.
- 3.4. Talk numbers: here are resources and facts that help justify the value of this work in real dollars (Wachter study, stats from the policy report, urban greening increasing real estate values by x%, etc.)
- 3.5. Present anyone you meet with information; being armed with resources means you’re adding value, building capacity in the community, and advancing your project. No one likes a know-it-all, but most people appreciate those who are resourceful and have done their homework.

4. PARTNERSHIP BETWEEN NON-PROFITS AND LOCAL GOVERNMENT

- 4.1. Offer to do community engagement as a fee-for-service to City. There are several great examples of contracts between Groundwork Trusts and municipalities.
- 4.2. Help the City figure out its challenges and add value where possible. Clearly municipal budgets across the country are being slashed as a result of “either/or” discussions (police or parks? fire department or illegal dumping enforcement?). Help establish creative programs that transform these challenges into opportunities for personal and professional growth, and upward mobility, thereby countering the forces of gentrification—investing in both place and people (i.e., create youth corps conservation job training programs that double as maintenance strategies for public lands).

5. SITE REMEDIATION – STEPS

5.1. DETERMINE FINANCING STRATEGY

- 5.1.1. If property is City-owned, City is eligible to apply for EPA Assessment, Cleanup and/or Area-Wide Planning grant funding (or may already have some or all of that in-hand).
- 5.1.2. If property is privately owned, property owner may be approached about donating land and conveying title to City for nominal consideration (i.e., \$1). Following that, 5.1.1. above may be your best strategy.
- 5.1.3. The process of City legally acquiring ownership of a site takes far longer than anyone thinks it will. Stick with it. Busy your staff and volunteers with other things during the “down time” — lead tangible, on-the-ground improvements to the site (cleanups, ecological assessments of site’s existing and potential habitat, development of greenway and/or trails connecting the site to broader open spaces across the neighborhood and community), adjacent projects and programming in public spaces that generate excitement and anticipation about your project, the site’s ultimate end use and the value it’ll add to the community and quality of life.

- 5.1.4.** If property is privately owned but site owner is unwilling to engage in negotiation or donate it, City may be approached about taking the site by eminent domain (assuming City has cash and willingness to pay fair market value for it—note that this step may be difficult to achieve and can add years to a project’s timeline).

5.2. PROCEED WITH A PHASE I SITE INVESTIGATION

- 5.2.1.** If this is happening at City’s expense (supported by EPA grant funds), a procurement and contracting process may be required to hire an environmental engineering firm to conduct a Phase I site investigation, which is essentially a research process that helps ascertain prior land uses via historical (Sanborn Fire Insurance) maps and site observation. This process helps determine whether or not soil and/or groundwater sampling is necessary to identify and isolate source and location of contaminants.

5.3. IF A PHASE I SAYS FURTHER SITE INVESTIGATION IS WARRANTED, PROCEED WITH A PHASE II

- 5.3.1.** Usually a continuing contract allows an engineering firm to proceed with a Phase II site investigation, which may involve soil and/or groundwater sampling via digging and installation of several wells strategically placed across the property that are then sampled and monitored over a specific period of time. This process allows for characterization of contaminants and their distinct location, as well as their potential remediation strategies.
- 5.3.2.** This is the first place where “value engineering” may be valuable for determining the most cost-effective cleanup strategy: asking the engineers to identify a slate of possible remedial strategies based on a planned end use means your team may be able to make some choices and allows for greater flexibility for your project budget (e.g., end uses such as parks, housing and schools are considered land uses that allow for the greatest risk for potential exposure to highly vulnerable humans (children), which therefore typically requires the most conservative and rigorous cleanup approach for a contaminated site; often the most conservative/rigorous cleanup approach is also the most expensive).

5.4. EMPLOY A COLLABORATIVE APPROACH TO PHASE III (CLEANUP)

- 5.4.1.** Once a slate of possible cleanup strategies have been identified with associated costs itemized, involving a Landscape Architect who will develop the design plans for your future park or open space will be helpful. Through a collaborative back-and-forth process between environmental engineers and landscape architect, site amenities requiring footings (benches or playground equipment, for example) can be located in areas of the site that have fewer limitations (i.e., some sites have concentrations of contaminants that require an Activity and Use Limitation (AUL) designation, which can range from “no shovel in the ground” to “permanently cap and leave soil in place and untouched beneath concrete”). Such a technique can help make your project more cost-effective while limiting potential human exposure to contaminants in keeping with environmental regulations.

6. MEANINGFUL COMMUNITY ENGAGEMENT – A MAJOR TENET OF EQUITABLE DEVELOPMENT

6.1. WHO SHOULD YOU APPROACH?

- 6.1.1.** Neighbors/residents/parents living nearby
- 6.1.2.** Youth in the neighborhood
- 6.1.3.** Owners of nearby businesses
- 6.1.4.** Institutions and schools in the community (and their leaders)
- 6.1.5.** Neighborhood civic groups, community-based organizations, faith-based groups, churches
- 6.1.6.** Municipal leaders (City councilors, Mayor, heads of relevant municipal departments including: planning or community development, public works, parks and recreation, health, code enforcement, etc.)

6.2. HOW SHOULD THESE STAKEHOLDERS BE APPROACHED? QUICK ANSWER: IT DEPENDS.

- 6.2.1.** Neighbors/residents, youth, and owners of nearby businesses should be “met where they are” (i.e., you go to them, don’t expect them to come to you) via network-oriented strategies such as:
 - 6.2.1.1.** Door-knocking by trained community organizers can help start a conversation: “what things concern you / do you love about your neighborhood?”).
 - 6.2.1.2.** “Piggybacking” on other meetings or events in the neighborhood/community (especially neighborhood association meetings, CBO/civic group events, etc.) where you might take advantage of the audience gathered for another reason.
 - 6.2.1.3.** Tapping existing networks—assuming those networks are willing to work with you. Take time to cultivate personal relationships in order to have space to tell your story and willingness on the other’s part to listen. This is where real partnership begins.
 - 6.2.1.4.** Partnering with other entities connected to your target audience and/or those who have expertise in outreach, established community relationships, a strong reputation and trust within the neighborhood. Typically partnership means joint fundraising supports your collective efforts, or at least providing sub-contractual funds to support staff time working on this project together with you (unless it’s all volunteer, which I haven’t actually ever seen happen successfully and sustained over a long period of time, but I guess anything is possible).
- 6.2.2.** Municipal leaders and institutional leaders should be approached individually through a request for a formal one-on-one meeting. (Note: to do this well takes time and cannot be rushed.)
 - 6.2.2.1.** Be prepared for each meeting by bringing site plans, diagrams, title information, etc. and preparing your remarks and an agenda in advance. Be on time, and be respectful of others’ time by keeping to your agenda and sharing your agenda in advance (if possible).

- 6.2.2.2. Residents/youth/stakeholders should accompany you, particularly those who will help advocate for the project with pre-planned remarks highlighting financial/numbers justification and personal testimony.
- 6.2.2.3. Visit the site with your stakeholder recruits—walk to the site, explore maps together, get ice cream at the corner store near the site, anything interactive to help break the ice and begin to build a relationship.
- 6.2.2.4. Strive to find common ground in every interaction, and then build on it. Everyone wants a safe and clean neighborhood. Most people like parks. Many like to sample home-baked goodies you made using your grandmother's storied recipe. ☺

6.3. FIRST, BEGIN TO GARNER ATTENTION FOR THE SITE/PROJECT.

- 6.3.1. Hold informal events on-site to attract visibility (BBQ, picnic, National Night Out event) or organize and lead a walking site tour of "potential neighborhood assets" that includes your site.
- 6.3.2. Work alongside local stakeholders to make some type of tangible and visible impact on-site (vacant lot illegal dumping cleanup, invasive plant removal, tire pull, etc.).
- 6.3.3. Celebrate that tangible, visible transformation, however large or small, on-site. Invite others to join in celebration as a way to build relationships and garner further interest and participation.
- 6.3.4. Build relationships with reporters who you can call on to pitch stories. Be available—offer (and then answer) your cell phone number and personal email address so they can contact you as a resource on the ground.

6.4. BUILD ON THIS MOMENTUM BY TRANSITIONING THIS OUTREACH AND DIRECT, HANDS-ON ACTION INTO A RESIDENT-DRIVEN SITE PLANNING AND DESIGN PROCESS. (NOW THAT PEOPLE ARE BOUGHT INTO THE SITE'S VALUE AND POTENTIAL, YOU CAN ENGAGE THEM IN DREAMING BIG ABOUT IT.)

- 6.4.1. Do your homework first. Work cooperatively with your local government to apply for and receive EPA Brownfield Area-Wide Planning grant funds.
- 6.4.2. Alongside that, write grants and raise unrestricted funds to support your time and efforts to hold meetings and begin brainstorming ideas and specifics about the site.
- 6.4.3. Learn about how the site is zoned (and the sites surrounding it). What uses are allowable here? Is a zoning amendment possible? (This will likely involve a vote of city council, zoning board, planning board or other local governance body.)
 - 6.4.3.1. A key question to ask (and get answers to) early on is: What is allowed on-site now given the current zoning? (If zoning says "industrial use" given the site's historic use, but there are residential lots adjacent or nearby, you may have some wiggle room for pursuing a re-zoning of the site to residential or open space.)
 - 6.4.3.2. Once you determine what zoning will allow (or you build a campaign around changing the zoning so it is more favorable for your desired end use), build some consensus on the site's end use.

- 6.4.3.3.** What should this site be—a park? Affordable housing? A community center? A community garden?
- 6.4.3.4.** Once consensus is reached (note that this may take a while, especially if residents' desires run counter to what city hall has in mind, or if city hall doesn't care about the site in question or its future use), assuming a park or community garden space is desired, retain the services of a Landscape Architect (or, if you're still raising money, a Landscape Architecture graduate student volunteer) to create some conceptual drawings based on feedback heard at meetings. The LA should attend these meetings to interact and hear from local residents about their ideas, and then translate those ideas into drawings after taking good notes.
- 6.4.3.5.** Subsequent meetings can be held for the LA to share their "first pass" drawings created in response to first meetings, and onward through an iterative process. This gives stakeholders something to react to, in the interest of further refining their ideas and desires for the site as the design proceeds.
- 6.4.3.6.** Before getting into too much detail, check in with the remediation side of the equation.
- 6.4.4.** If the EPA Brownfield Area-Wide Planning grant application is successful:
 - 6.4.4.1.** Use these funds to examine an area neighborhood filled with vacant parcels, a similarly situated corridor, a watershed, etc. (an "area" must have a rationale and defined boundaries).
 - 6.4.4.2.** Utilize community engagement strategies highlighted under bullet #6 above to gather participants for your planning process. Tenets for inclusive and meaningful community planning processes include:
 - 6.4.4.2.1.** Meeting people where they are (plan to hold your meeting in a community center near the site, in a neighbor's living room, in a nearby church basement, etc.) rather than expecting them to come inside City Hall.
 - 6.4.4.2.2.** Considering holding meetings outdoors on-site in cooperative weather so everyone can get a good look first-hand at what you're talking about.
 - 6.4.4.2.3.** Providing support for working people: childcare, dinner, evening time meetings mean "average citizens" who are often marginalized from such processes are more able—and more likely—to attend your meeting.
 - 6.4.4.2.4.** Hire a Landscape Architect who lacks ego enough and has willingness enough to follow the lead and desires of local stakeholders, to ascertain and understand their preferences and their vision, and then fulfill those preferences and vision by drawing what THEY said they wanted, rather than what their personal (couched as "expert") vision for the site might be. A Landscape Architect worth their salt will create a few scenarios that "speak to" various themes picked up within a few community design meetings, and then bring them back to the group for consideration and refinement.

6.4.5. If the EPA Brownfield Area-Wide Planning grant application is unsuccessful, or if you need to start from a place where you need to garner City's buy-in and support for the project, consider employing more of a grassroots approach:

- 6.4.5.1.** Work to cultivate individual donors (local benefactors who care about the community, local "celebrities") or local foundations to provide seed funding that could help kick off your initiative.
- 6.4.5.2.** Consider starting a Kickstarter campaign online.
- 6.4.5.3.** Find a good writer/editor if you're not one yourself—grant proposals and business plans require competent writing!

7. WORK FOR CONTINUITY: KEEP A STAFF PERSON IN THE CHAIR OVER THE LONG HAUL.

- 7.1.** Continuity and institutional memory are important for sustaining long-term endeavors like brownfield-to-open space projects. Keeping a staff person on the same project (if possible) over time will enhance your efforts, especially because so much of this work relies on relationships and partnerships (which require ongoing nurturing to remain productive).
- 7.2.** Brownfield-to-open space projects are typically multi-year and do not offer continuous, full-time project management; rather, they tend to proceed in "fits and starts". What this means is:
- 7.3.** A project like this should be one of several on a staff person's slate in order to broaden the pot of funding necessary to support that person's payroll.
- 7.4.** Working up front to build a vision for a larger context within which your brownfield project lies (i.e., the Lawrence example of the Spicket River Greenway, a piece of which was the Nina Scarito Park project) means your staff can work on various pieces of a larger campaign, so when one project goes dormant, another is likely to be more active and requiring more attention. This means the variety of funding streams that support your various projects can share the load when it comes to making payroll.
- 7.5.** You need to work over the long-term to build rapport and trust among residents, municipal officials, business owners, institutional leaders, etc. so they can come to cooperate and rally around the project/vision for your community as a whole unit.

8. REMINDERS FOR ENGAGING PROFESSIONALS IN YOUR CAMPAIGN/PROJECT

- 8.1.** Use talent wisely. Retain professionals like Landscape Architects or Engineers on a contractual basis rather than as employees on your payroll. This work is specialized and only required in certain phases of a given project, so the work (and funds to support their time doing it) are not continuous.
- 8.2.** Especially on a brownfield-to-park project, a good project will result from much interaction between your Landscape Architect (park/playground/open space designer) and your environmental engineers. To keep costs down (as mentioned earlier), a site remediation strategy may involve "value engineering" techniques such as capping an intensely contaminated area of a site with a concrete pad (to prevent any digging or exposure to those soils) in perpetuity. In this scenario, a Landscape Architect knowing where such limitations exist on a site will help inform the location of various site amenities (i.e., locating trees or playground equipment requiring buried footings elsewhere), such as a basketball court or an outdoor amphitheater/performance space, which would suit a concrete pad area nicely.

- 8.3.** Be choosy when selecting your contracted professionals—especially Landscape Architects or Engineers. These folks should be able to comfortably converse with non-professionally trained residents (and also youth!) about the particulars of site design and cleanup processes. It is even more helpful if they are from the neighborhood or have some prior experience working with diverse populations.

Appendix H

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Matrix of Project and Program Priorities for the new Groundwork Trust in Jacksonville

II. Health and Wellness								
A. Nutrition								
							EEC, Operation New Hope, Sustainable Springfield, Springfield Grange, UNF, The Bridge, DCPS, Duval County Extension Service, BCBS, Duval Health Department	
Community Gardens: support exisiting community gardens within target area	x	x	x	x	x	x		BCBS, UF Health, Baptist, Mayo Clinic
							EEC, Operation New Hope, Sustainable Springfield, Springfield Grange, UNF, The Bridge, DCPS, Duval County Extension Service, BCBS, Duval Health Department	
Plant new community gardens in COJ vacant lots and at neighborhood schools			x	x	x	x		BCBS, UF Health, Baptist, Mayo Clinic
							COJ, Sustainable Springfield and Extension Service, Clara White Mission, Slow Foods First Coast	
Establish seasonal farmer's market to provide fresh produce to community residents.			x	x	x	x		COJ, Sustainable Springfield and Extension Service, Clara White Mission, Slow Foods First Coast, BCBS, Baptist, UF Health, Mayo Clinic
B. Exercise/Increased Physical Activity								
Support Klutho Park Disc Golf Course and create related programming for youth and community.	x	x	x				SPAR, COJ	UF Health
							Sustainable Springfield, BCBS, Duval Health Department	
Create a program for adults to utilize fitness equipment at A. Philip Randolph Park: "Boot Camp in the Park".	x	x	x					Mayo Clinic, Baptist
Facilitate participation of community residents in the National Park Service Timucuan National Preserve Kingsley kayaking program and Ft. Caroline historical and healthy foods programs	x	x	x				NPS, COJ: Parks and Rec.	Baptist, Mayo Clinic, UF Health
Support development of football and cheerleading programs at Flossie Brunson Park.							PAL, National Football League, Jaguars	
			x	x	x	x		Baptist, UF Health
Facilitate installation and utilization of mobile skate park (pump track): Coordiante events and staff to train youth on how to skate safely.			x	x	x	x	COJ: Parks and Rec.	COJ: Parks and Rec., Baptist, UF Health
Support the development of a health clinic in Eastside or advocate for transportation to nearby clinic; currently being advocated for by Eastside Environmental Council and other non-profits.			x	x	x	x	NIH, CDC, EPA, HHS, Baptist, UF Health	NIH, CDC, EPA, HHS, Baptist, UF Health, Mayo Clinic
C. Air Quality and Climate Change								
III. Green Team, Environmental Education, Workforce Development								
A. Springfield and Eastside Green Team - Academic Year								
Porch Light Project: Establish initiative modeled on Groundwork Denver's successful program.	x	x	x	x			JEA, PAL, DCPS, Sustainable Springfield	JEA, PAL, DCPS, Sustainable Springfield
B. Summer Green Team - Training & Employment								

Appendix H
Matrix of Project and Program Priorities for the new Groundwork Trust in Jacksonville

Green Team summer program: Establish six week program beginning in Summer of 2015 for at least six 14 to 18 year old Springfield and Eastside residents. - Hire seasonal youth leader Funding from NPS capacity building funds can be used and Groundwork USA will provide assistance on how to run the Green Team program.	x	x	x	x	x	x	The Bridge, PAL, DCPS, Sustainable Springfield, SJ Riverkeeper, Jacksonville University Marine Science Research Institute, NPS, UNF, CSX, Community Foundation, Children's Commission	FSCJ - EWDJTP
Workforce Development: create job training program for local youth, focused on Environmental Workforce Training (brownfields remediation, Superfund, Wastewater projects).			x	x	x	x	FSCJ, COJ, Project New Ground, JEA	FSCJ - EWDJTP
C. Develop Ongoing Green Jobs/Young Adult / Adult Workforce Development Program								
Expand Green Team to increase number of participants and include year round service-learning opportunities			x	x	x	x	FSCJ - EWDJTP, DCPS	
Develop youth environmental literacy program for younger children (ages 4-14) to encourage early interest in Green Team.			x	x	x	x	DCPS, SJ Riverkeeper, Children's Commission	
IV. Brownfields to Green Space								
Develop a display about remediation plans and status as part of community education	x	x	x	x			COJ, FSCJ	COJ, EPB, FSCJ, JCCI
Conduct outdoor youth programs in Confederate, Klutho and Schell Parks	x	x	x	x	x	x	DCPS, local schools, Sustainable Springfield, PAL, Jaguars, Community Foundation	
Support events, including concerts and festivals, in community parks.	x	x	x	x	x	x	SPAR, COJ events office, Cultural Council	SPAR, COJ events office, Cultural Council
Engage with the City and business partners to ensure remediation plans are underway	x	x	x	x			COJ, FDEP	
Tree/Vegetation Plantings: plant in neighborhoods in our target area that have a large 'green deficit'. - Work with Springfield and Eastside residents to identify areas for planting Create a plan for planting, watering and maintaining those trees. - Develop long-term maintenance plan	x	x	x	x	x	x	JEA, Greenscape	JEA, Greenscape
Seek National Historic Landmark Status for Confederate and Klutho Parks			x	x	x	x	Cummer Museum and Gardens, Downtown Investment Authority, Memorial Park Association, and Cultural Landscape Foundation	
Complete assessment of historic elements in Confederate and Klutho Parks and prepare budget for restoration.			x	x	x	x	COJ, Cultural Landscape Foundation, NPS, SHPO	
Raise awareness and funding for restoration of historic elements of Confederate and Klutho Parks.				x	x	x	National Park Service, Jax Historic Society and SPAR, SHPO.	
Develop recreational programs like the successful Disc Golf Course in Klutho Park to encourage use of Confederate and other Parks.				x	x	x	COJ, PAL, Jaguars, SPAR	COJ, PAL, Jaguars, SPAR
Identify a high priority brownfield site and advocate for cleanup of the property.				x	x	x	COJ Brownfields office, EPB, EPA	COJ Brownfields office, EPB, EPA
Develop a park or health clinic at the Kerr-Mcgee site after remediation and clean has occurred.				x	x	x	EEC, COJ: Parks and Rec.	COJ: Parks and Rec.
V. Parks and Recreation								
Cooperate with National Park Service to develop programs encouraging residents, especially to participate in NPS programs by Timucuan National Preserve and Trails	x	x	x	x			COJ: Parks and Rec., NPS	COJ: Parks and Rec., NPS
Host quarterly events in area parks to encourage use by community and other Jacksonville residents (COJ and SPAR)	x	x	x	x			COJ, SPAR	COJ, SPAR

Appendix H
Matrix of Project and Program Priorities for the new Groundwork Trust in Jacksonville

							Local NPS (Barbara Goodman), GWUSA (Kurt Collier/ kurt@groundworkusa.org , COJ: Parks and Rec.	
Apply for 21st Century Conservation Service Corps.	x							
Install shade structures or plant trees in parks with play/fitness equipment:								
- A. Philip Randolph (fitness equipment)							COJ: Parks and Rec, Greenscape	
- Confederate park (playground)	x	x	x					
Complete list of abbreviated partners/funders:								
SJ Riverkeeper: St. Johns Riverkeeper								
SJRA: St. Johns River Alliance								
MSRI JU: Marine Science Research Insituite/ Jacksonville University								
COJ: City of Jacksonville								
UNF: University of North Florida								
SJRWMD: St. Johns River Water Management District								
AIA: The American Institute of Architects								
JEA: Jacksonville Electric & Water Authority								
Jacksonville EPB: Jacksonville Environmental Protection Board								
FSCJ: Florida State College at Jacksonville								
FDEP: Florida Department of Environmental Protection								
DCPS: Duval County Public Schools								
Baptist: Baptist Health								
BCBS: Blue Cross Blue Shield								
CSX: CSX Corporation								
COJ: Parks and Rec.: City of Jacksonville - Parks and Recreation								
SPAR: Springfield Preservation and Revitalization								
EEC: Eastside Environmental Council								
NPS: National Park Service								
NFLT: North Florida Land Trust								
PAL: Police Athletic League								
NIH: National Institutes of Health								
CDC: Center for Disease Control and Prevention								
HHS: U.S. Department of Health and Human Services								
SHPO: State Historic Preservation Office								
KJB: Keep Jacksonville Beautiful								
Florida State College Jacksonville – Environmental Workforce Development & Job Training Program Project								
ACOE: U. S. Army Corps of Engineers								

Appendix H

Funding Source Opportunities: Groundwork Jacksonville

Brownfields to Greenspace and GreenTeam Youth Education and Work Force Development Projects (*Hogans and Deer Creeks, Jacksonville Brownfield sites, Confederate and Klutho parks*):

Jax Brownfield Project Funding Currently includes:

Continental Holdings Settlement (\$8 million) (Confederate Park)

City of Jacksonville (\$11.5 million) for countywide cleanups and Confederate Park

Kerr-Mcgee Settlement (Deer Creek) (\$80 million)

Brownfield Project Future Funding Opportunities:

EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters. Website:

www.epa.gov/brownfields/grant_info/index.htm

- Area-Wide Planning Pilot Program

The grant funding and direct assistance (through Agency contract support) will result in an area-wide plan which will inform the assessment, cleanup and reuse of brownfields properties and promote area-wide revitalization.

- Assessment Grants

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites.

- Revolving Loan Fund Grants

The purpose of Revolving Loan Fund Grants is to enable States, political subdivisions, and Indian tribes to make low interest loans to carryout cleanup activities at brownfields properties.

- Cleanup Grants

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites.

- Environmental Workforce Development and Job Training Grants

Environmental Workforce Development and Job Training Grants are designed to provide funding to eligible entities, including nonprofit organizations, to recruit, train, and place predominantly low-income and minority, unemployed and under-employed residents of solid and hazardous waste-impacted communities with the skills needed to secure full-

time, sustainable employment in the environmental field and in the assessment and cleanup work taking place in their communities.

- **Multi-Purpose Pilot Grants**

The EPA is piloting a new grant program that will provide a single grant to an eligible entity for both assessment and cleanup work at a specific brownfield site owned by the applicant.

- **Training, Research, and Technical Assistance Grants**

Training, Research, and Technical Assistance Grants provide funding to eligible organizations to provide training, research, and technical assistance to facilitate brownfields revitalization.

21st Century Conservation Service Corps (21CSC): The Partnership for the 21CSC supports the development and implementation of the 21CSC to reach its goal of engaging 100,000 young people and veterans per year in conservation service. The Partnership's members include GWUSA, and therefore Groundwork Jacksonville will be eligible to apply for 21CSC funding. Information about 21CSC can be found at: 21csc.org

The P-21CSC has an open membership that includes federal, state, local and non-profit leaders and stakeholders of the 21CSC. The Partnership for the 21CSC is supported by The Corps Network. It is the mission of The Corps Network to provide national leadership and promote the growth and quality of its member Corps as they provide education, workforce development, and an ethic of stewardship to diverse youth who address important community and conservation needs. The Corps Network's 127 members operate in all states and the District of Columbia. Each year they collectively enroll over 27,000 Corps members from ages 16-25. The Corps Network's website: www.corpsnetwork.org

Local Foods, Local Places program:

Communities can to apply for assistance from *Local Foods, Local Places*, a new program supported by EPA, the U.S. Department of Agriculture (USDA), the U.S. Department of Transportation (DOT), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA) to help create more livable places by promoting local foods. Together, the agencies are investing \$650,000 in the *Local Foods, Local Places* program, which aims to:

- Boost economic opportunities for local farmers and businesses, and foster entrepreneurship;
- Improve access to healthy local food, particularly among disadvantaged groups with limited access to fresh fruits and vegetables; and
- Revitalize downtowns, main street districts, and traditional neighborhoods by supporting farmers' markets, food hubs, community gardens, community kitchens, and other kinds of local food enterprises, and by providing people with affordable choices for accessing those amenities, such as walking, biking, or taking transit.

Local Foods, Local Places will provide direct technical support to selected communities to help them develop and implement action plans promoting local food and downtown revitalization. Special consideration will be given to communities that are in the early stages of developing or restoring local food enterprises and creating economically vibrant communities. Selected communities in Appalachia and the Delta region will be eligible to receive financial assistance to help them implement those plans.

Eligibility Communities anywhere in the United States are eligible to apply.

How to Apply: Communities are invited to submit a letter of interest of no more than two pages that describes the community's needs and goals related to local food and the revitalization of downtowns and traditional neighborhoods. The letter should indicate a primary point of contact and other members of the community or organizations that would participate in the technical assistance process. Communities are strongly encouraged to seek the support of their local development district or regional development organization, or, alternatively, a local community college or university, and to indicate this partner organization in their letter of interest. Letters of interest may be submitted by any community representative, including representatives of local government and nongovernmental organizations.

Applicants will be evaluated on their commitment to USDA's Seven Strategies for Economic Development and the HUD-DOT-EPA Partnership for Sustainable Communities' Livability Principles, as well as their potential for success in:

- Producing and distributing healthy local food;
- Creating economic opportunities for local farmers and businesses;
- Expanding access to healthy foods among disadvantaged members of the community;
- Revitalizing existing downtowns, main streets, and neighborhoods; and
- Partnering with local agricultural producers, business, government, transportation, education, and other relevant organizations.

Information can be obtained by contacting: Ed Fendley at lfip@epa.gov. Please include "Local Foods, Local Places" and the name of the community in the subject line of the email.

Health and Wellness Projects:

Center for Disease Control (CDC): offers the availability of six funding opportunities (FOAs) to advance the nation's chronic disease prevention and health promotion efforts.

- All six FOAs address one or more of the leading risk factors for the major causes of death and disability in the United States: tobacco use, poor nutrition, and physical inactivity.
- A number of the FOAs also address key health system improvements and community supports to help Americans manage their chronic conditions such as high blood pressure and pre-diabetes.
- All the FOAs involve partnerships at the national, state, or local level because public health cannot solve these problems alone.

Through these FOAs, CDC is concentrating resources on key risk factors and major diseases that contribute substantially to suffering, disability, and premature death among Americans. Together, the six FOAs form a mutually reinforcing set of activities designed, in synergy, to reach the overall goals of reducing:

- Rates of death and disability due to tobacco use by 5%.
- Prevalence of obesity by 3%.
- Rates of death and disability due to diabetes, heart disease, and stroke by 3%.

Individually, each FOA contributes uniquely to these goals by:

- Working through unique awardees (e.g., state health departments, national organizations).
- Delivering interventions to unique populations (e.g., racial and ethnic minorities, populations with very high obesity rates).
- Emphasizing specific interventions (e.g., health system improvements, environmental approaches).
- Implementing interventions in specific places (e.g., large cities, tribes).
- Addressing specific risk factors, disease management, or both (e.g., tobacco use, obesity, high blood pressure).

FOAs released to-date included:

(DP14-1417) Partnership to Improve Community Health

Partnerships to Improve Community Health (PICH) will fund and support a new 3-year, \$50 million/year initiative to improve health and reduce the burden of chronic diseases through evidence- and practice-based strategies to create or strengthen healthy environments that make it easier for people to make healthy choices and take charge of their health. An estimated 30 to 40 cooperative agreements will be awarded to governmental agencies and non-governmental organizations to work through multi-sectoral community coalitions consisting of businesses, schools, non-profit organizations, local health departments, health care organizations, community planning agencies, local housing authorities, social service agencies, agricultural extension programs, civic organizations, park and recreation departments, faith-based institutions, and other community-based organizations. Awardees will work to reduce tobacco use and exposure, improve nutrition, increase physical activity, and improve access to chronic disease prevention, risk reduction, and management opportunities. Projects will serve three types of geographic areas: large cities and urban counties, small cities and counties, and American Indian tribes and Alaska Native villages.

CDC website: www.cdc.gov/chronicdisease/about/PICH/

(DP14-1418) National Implementation and Dissemination for Chronic Disease Prevention

This 3-year, \$10 million/year initiative will support four to eight national organizations and their chapters/affiliates in building and strengthening community infrastructure to implement population-based strategies to improve the health of communities.

Awardees will work with smaller communities and those with limited public health capacity to reduce tobacco use and exposure, improve nutrition, increase physical activity, and improve access to chronic disease prevention, risk reduction, and management opportunities. Additionally, awardees will work closely together to coordinate strategies and technical assistance to maximize their collective impact. The initiative will fund two types of projects: community capacity building and implementation awards, aimed at supporting locally driven planning and action among selected chapters/affiliates; and dissemination and training awards, aimed at providing tools and trainings to support funded chapters/affiliates and their community coalitions in improving local policies, systems, and environments.

CDC website: [www.cdc.gov/chronicdisease/about /PICHORGS/](http://www.cdc.gov/chronicdisease/about/PICHORGS/)

(DP14-1419PPHF14) Racial and Ethnic Approaches to Community Health (REACH)

Racial and Ethnic Approaches to Community Health, or REACH, focuses on racial and ethnic communities experiencing health disparities. This 3-year, \$35 million/year project will support policy, system, and environmental improvements in those communities to improve health and reduce health disparities. Awardees will include local governmental agencies, community based non-governmental organizations, American Indian tribes and Alaskan Native villages, tribal organizations, Urban Indian Health Programs, and tribal and intertribal consortia. They will work to reduce tobacco use and exposure, improve nutrition, increase physical activity, and improve access to chronic disease prevention, risk reduction, and management opportunities. An estimated 15 to 20 organizations will be funded for basic implementation activities to strengthen their infrastructure, activate coalitions and partners, and prepare and implement a focused community action plan. An additional 30 to 40 organizations will receive comprehensive awards to support immediate implementation of activities addressing an expanded scope of work to improve health and reduce health disparities.

CDC website: <http://www.cdc.gov/chronicdisease/about/reach/index.htm>

(DP14-1422) State and Local Public Health Actions to Prevent Obesity, Diabetes and Heart Disease

State and Local Public Health Actions a new 4-year, \$70 million/year program that builds on efforts initiated in 2013, intensifies work in 18 to 22 state and large city health departments to prevent obesity, diabetes, heart disease, and stroke and reduce health disparities among adults through a combination of community and health system interventions. States will sub-award half of their funds to support implementation activities in 4-8 communities in their states. Community strategies will build support for lifestyle change, particularly for those at high risk, to support diabetes and heart disease and stroke prevention efforts. Health system interventions and community-clinical linkage strategies will aim to improve the quality of health care delivery and preventive services to populations with the highest hypertension and prediabetes disparities. These efforts will be supported by state/jurisdiction-level leadership and coordination and technical assistance to selected communities. Activities will complement but not duplicate those funded under the State Public Health Actions (DP13-1305) initiative.

CDC Website: www.cdc.gov/chronicdisease/about/statelocalpubhealthactions-prevcd/index.htm

Parks and Recreation (*Hogans Creek Greenway and Emerald Necklace*)

State of Florida Historic Preservation Grant (Confederate Park)

Transportation Forward – Needs for trails and greeways, bike trails (FDOT)

Land acquisition grants (state)

The Recreational Trails Program in Florida

The Recreational Trails Program (RTP) is a federally funded competitive grant program that provides financial assistance to agencies of city, county, state or federal governments, and organizations, approved by the State, or state and federally recognized Indian tribal governments, for the development of recreational trails, trailheads and trailside facilities. The program has been shifted from OGT to the FDEP Office of Operations, Land and Recreation Grants. In 2014, The Department currently had approximately \$2,200,000 available. Website: www.dep.state.fl.us/gwt/grants/

Florida Department of Transportation State Trust Funds

In 2014, the Florida state legislature approved \$15.5 million for the Coast to Coast Connector Trail. The money will help fill in the gaps in the planned 275 miles of unbroken bicycle path stretching from St. Petersburg to the Canaveral Seashore.

Along with the \$15.5 million, Sen. Andy Gardiner moved bill language in transportation bill SB218 which permanently authorizes the Florida Department of Transportation (FDOT) to use state trust funds to build bicycle and pedestrian trails in cooperation with the Florida Greenways and Trails Council. Website: www.dot.state.fl.us/default.shtm

TIGER Grants

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds to fund projects that have a significant impact on the Nation, a region or a metropolitan area. \$153,662,463 has been used for bicycle and pedestrian projects.

The TIGER program enables DOT to examine a broad array of projects on their merits, to help ensure that taxpayers are getting the highest value for every dollar invested. This focus is especially important in the current era of fiscal constraint. In each round of TIGER, DOT receives many applications to build and repair critical pieces of our freight and passenger transportation networks. Applicants must detail the benefits their project would deliver for

five long-term outcomes: safety, economic competitiveness, state of good repair, livability and environmental sustainability. DOT also evaluates projects on their expected contributions to economic recovery, as well as their ability to facilitate innovation and new partnerships.

The competitive structure of the TIGER program and its broad eligibility allow project sponsors at the State and local level to avoid narrow, formula-based categories, and fund multi-modal, multi-jurisdictional projects not eligible for funding through traditional DOT programs. TIGER can fund port and freight rail projects, for example, which play a critical role in our ability to move freight, but which are not eligible for any other sources of Federal funds. Similarly, TIGER can provide capital funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs, or others in contrast to traditional Federal programs which provide funding to very specific groups of applicants (mostly State DOTs and transit agencies). This flexibility allows TIGER and our traditional partners at the state and local level to work directly with a host of entities that own, operate and maintain much of our transportation infrastructure, but otherwise cannot turn to the Federal government for support.

By running a competitive process, DOT is able to reward applicants that exceed eligibility criteria and demonstrate a level of commitment that surpasses their peers. While TIGER can fund projects that have a local match as low as twenty percent of the total project costs, TIGER projects have historically achieved, on average, co-investment of two non-Federal dollars (including State, local, private and philanthropic funds) for every TIGER dollar invested. The high-level of co-investment achieved through TIGER, and the ability to foster creative and innovative approaches to transportation investments, is demonstrated across all types of TIGER projects.

Program Background

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Congress dedicated more than \$4.1 billion to the program: \$1.5 billion for TIGER I, \$600 million for TIGER II, \$526.944 million for FY 2011, \$500 million for FY 2012, \$473.847 million for FY2013, and \$600 million for the FY 2014 round of TIGER Grants to fund projects that have a significant impact on the Nation, a region or a metropolitan area.

TIGER's highly competitive process, galvanized by tremendous applicant interest, allowed DOT to fund 51 innovative capital projects in TIGER I, and an additional 42 capital projects in TIGER II. TIGER II also featured a new Planning Grant category and 33 planning projects were also funded through TIGER II. In the FY 2011 round of TIGER Grants, DOT awarded 46 capital projects in 33 states and Puerto Rico. DOT awarded 47 capital projects in 34 states and the District of Columbia in the FY 2012 round. Last year the Department announced 52 capital projects in 37 states.

Each project is multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. The TIGER program enables DOT to use a rigorous process to select projects with exceptional benefits, explore ways to deliver projects faster and save on construction costs, and make investments in our Nation's infrastructure that make communities more livable and sustainable. Website: www.dot.gov/tiger/about

Environmental Education Mini-Grant Program

Building Capacity and Continuity in Environmental Education in the Southeast U.S. Through Outdoor Environmental Education on Public Conservation Lands. With funding from EPA Region 4, the Florida Department of Environmental Protection's Office of Environmental Education will administer up to 18 outdoor environmental education mini-grants of up to \$5,000 each. The grants for eligible entities in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, or Tennessee are designed to generate continuity in environmental education projects by building consistency in key program design elements. All funded projects must follow a shared set of guiding principles which include outdoor environmental education on public conservation lands, multiple field experiences for 75 students, a watershed-based theme, integrated teacher training, participation in a service learning project, and a standard procedure for student assessment. At its core, projects should promote a strong partnership between formal educators and non-formal educators from the public conservation land (e.g., State Park, National Wildlife Refuge, National Estuarine Reserve, etc.) that can lead to a sustained environmental education program with meaningful educational experiences in the environment. Website: www.dep.state.fl.us/secretary/ed/grants.htm

Urban Waters Projects:

Urban Waters Small Grants The Urban Waters Federal Partnership aims to stimulate regional and local economies, create local jobs, improve quality of life, and protect Americans' health by revitalizing urban waterways in under-served communities across the country. The goal of the Urban Waters Small Grants program is to fund research, investigations, experiments, training, surveys, studies, and demonstrations that will advance the restoration of urban waters by improving water quality through activities that also support community revitalization and other local priorities. EPA expects to award approximately up to \$1.6 million to support such projects, in grants of \$40,000 to \$60,000 each. The funding is part of EPA's Urban Waters program, which supports communities in their efforts to access, improve, and benefit from their urban waters and the surrounding land. The intent of the funding assistance is to strengthen and diversify the work taking place in 18 Eligible Geographic Areas, that align with the Urban Waters Federal Partnership, to improve water quality and support community revitalization, with an emphasis on underserved communities. Website: www2.epa.gov/urbanwaters/urban-waters-small-grants

Florida Coastal Management Program: Coastal Partnership Initiative Grant Program

The Coastal Partnership Initiative grant program was developed to promote the protection and effective management of Florida's coastal resources at the local level. The Florida Coastal Management Program (FCMP) makes National Oceanic & Atmospheric Administration funds available, on a competitive basis, to eligible local governments. Eligible local governments are defined as Florida's 35 coastal counties and all municipalities within their boundaries that are required to include a coastal element in their local comprehensive plan. Florida's public colleges and universities, regional planning councils, national estuary programs and nonprofit groups may also apply if an eligible local government agrees to participate as a partner.

Each year, the FCMP solicits CPI applications from eligible entities. CPI grants provide support for innovative local coastal management projects in four program areas:

- Resilient Communities
- Public Access
- Working Waterfronts; and
- Coastal Stewardship.

Eligible entities may apply for grants for community projects such as habitat restoration, park planning and improvements, waterfront revitalization, and improving communities' resiliency to coastal hazards. Website: www.dep.state.fl.us/cmp/grants/index.htm

St. Johns River Water Management District (SJRWMD) Cooperative Funding

The St. Johns River Water Management District's Governing Board funds projects that will help to develop traditional and alternative water supplies, conserve water and protect water quality in the District's priority water bodies.

Proposals submitted by local governments, water supply utilities and other partners include reclaimed water projects, storm water or surface water treatment and enhancement projects, wastewater treatment plant upgrades, agricultural water management projects for water quality, alternative water supply development and water conservation enhancements.

An estimated \$13 million will be available through the District's FY 2014-2015 cost-share program. Other potential funding sources include state appropriations for St. Johns River and springs protection projects and the Tri-County Agricultural Area Water Management Partnership.

The qualified projects address one or more of the District's strategic initiatives, including water quality protection in the Indian River Lagoon, Northern Coastal Basin, and middle and

lower St. Johns River basins. The proposed projects also benefit minimum flows and levels prevention and recovery and water supply initiatives in central and north Florida.

Implementation of these projects will further the water resource results being achieved through this year's cost-share program. Website: floridaswater.com/funding

Florida Department of Environmental Protection: Clean Water State Revolving Fund Loan Program (CWSRF)

The Clean Water State Revolving Fund (CWSRF) program provides low-interest loans for planning, designing, and constructing water pollution control facilities. The Department receives requests for funding each year for wastewater and stormwater projects. The information is used to establish project priorities for the following annual cycle.

Funds are made available for Planning Loans, Design Loans, Inflow/Infiltration Loans and Construction Loans. The Loan Terms include a 20-year amortization and low-interest rates. Preconstruction loans are available to all communities and provide up-front disbursements for administrative services, project planning and project design. Financing rates vary based on the median household income, the poverty index, and the unemployment index, but average just over 50 percent of the market rate.

Website: www.dep.state.fl.us/water/wff/cwsrf/index.htm

Local Funding sources

- Continental Holdings Settlement, \$8 Million(Confederate Park)
- City of Jacksonville (\$11.5 million) for countywide cleanups and Confederate Park
- Environmental Protection Board – community environmental projects
- Community Redevelopment (CRA) future funding source Community Foundation
- Riverbranch Foundation
- JEA
- Chartrand Foundation
- Jessie Ball DuPont Fund
- Jaguars Foundation
- Feeding America
- Wells Fargo
- Maxwell House/Kraft
- Bank of America
- Lowe's
- Fidelity National
- CSX

Jaime to add:

Groundwork USA

22 Main Street
Yonkers, NY 10701

Guidelines for Groundwork Trusts' Boards of Directors

February 2013¹

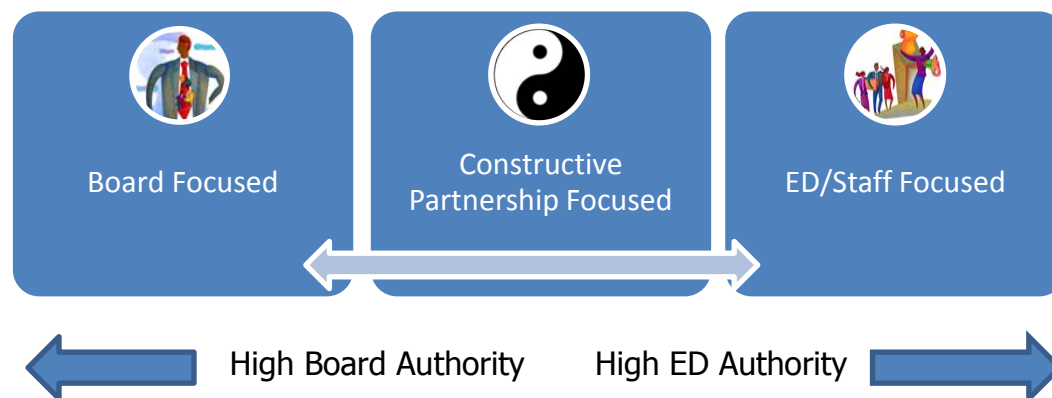


¹ Adapted from New York Council of Nonprofits, Inc., *Board Development Resource Packet*, 2009, www.nycon.org; Denise Clark Inc., 2011; & BoardSource 2012, www.boardsource.org.

Board Governance Structure

Groundwork USA's recommendation

The overall governance structure of non-profit organizations can be broadly categorized into three main types: heavy authority exercised by the Board, authority and decision-making led by Executive Director and staff, and decision-making led by a Board/Executive Director (ED) partnership. Groundwork USA recommends the partnership model where the board and the ED work together in a constructive partnership to tackle the issues facing the organization and to build the organization's capacity to be effective in achieving its mission.



No dynamic is more important to the success of Groundwork nonprofits than the Executive Director's relationship with the Board of Directors. Groundwork USA has seen many pitfalls in this relationship over the years, and a contentious relationship is often a 'red flag' for potentially failing Trusts. In our view, the Board should see its role as facilitators and supporters of the organization's mission, by helping the Executive Director raise funds, developing a shared vision, and using its members as chief advocates for the organization's brand and image. Board members should also, to the extent possible, provide guidance and technical support to the ED and staff on challenging political issues and nonprofit management concerns. They should not be involved in daily operations and supplant typical staff roles. On the other hand, the ED needs to ensure that the nonprofit management of the organization is sound, that it consults the board and works with the board on a regular basis, and that he or she takes their input seriously. Frequently conflict ensues when trust breaks down. EDs often complain that the Board does not raise enough funds, that they micromanage daily operating decisions, that they may have conflicts of interest, or that they are not involved at all. Boards raise concerns when the budget and finances are not managed well or are clearly presented and the ED is absent, outwardly defensive and hostile, or blames them for failings of the nonprofit overall. It is critical that this relationship is as strong as possible and that there is a sense of moving forward together to do great things such as restoring rivers, planting trees, and changing the lives of people we serve.

I. Executive Director Responsibilities in Relation to Board

- Maintain constructive partnership with the Board
- Develop board meeting agendas together with the Board Chair
- Lead, develop, manage staff and operations
- Build effective organizational structure and operations
- Facilitate strategic thought, planning & execution
- Foster efficient financial stewardship
- Ensure sufficient and sustained resources
- Cultivate collaborative relationships
- Advocate for the organization's mission and work
- Develop and implement high impact quality programs
- Uphold strong ethical and legal standards

II. Role of Board of Directors: Guidelines & Expectations

As a member of the Board of Directors you assume responsibility for ensuring that the organization advances its vital role and capacity in civil society, and commit to promoting Groundwork's mission to bring about the sustained improvement of the physical environment and promote health and well-being through community based-partnerships and action.

The Board's role broadly covers the following, in our view.

SERVICE:

- To prepare for, and attend in their entirety, Board meetings.
- To serve in leadership positions and Committee assignments willingly and enthusiastically when asked.
- To bring a sense of humor to the Board's deliberations.
- To respect the governance rules of the organization, as well as to treat organizational information in a loyal and confidential way.

POLICY AND PLANNING:

- To participate in the development and establishment of the policies of the organization as they relate to staff, programs, and decision-making.
- To suggest policy-related agenda items for meetings and ask timely and substantive questions, while supporting the majority decision on matters decided by the Board.
- To help ensure effective organizational planning by reviewing, critiquing and approving annual budgets and work-plans, as well as long-range plans.
- To identify changing consumer, constituency and stakeholder interest and build stakeholder investment.

FINANCES:

- To ensure the organization's long-term financial stability and integrity.
- To adopt an annual budget that is responsible financially.
- To ensure that periodic audits of the organization's finances are conducted and otherwise assist the Board to fulfill its fiduciary responsibility.

DEVELOPMENT:

- To make every effort to ensure that the organization has the resources to meet current and long-term financial solvency.
- To make a financial gift to the organization that is personally significant.
- To understand and support the organization's fund development efforts, even if you are not expected to ask for funds yourself.
- To use every opportunity to heighten the profile of the organization in the community and to its members/constituents.

INTEGRITY:

- To maintain independence and objectivity and serve with a sense of ethics and personal integrity.
- To fully disclose, at the earliest opportunity, information that may result in a perceived or actual conflict of interest; or information of fact that would have significance in Board decision-making.
- To exercise the powers invested for the good of all members of the organization, or of the entity you represent, rather than for personal benefit.
- To respect the confidentiality of sensitive information known due to Board service.
- To respect the diversity of opinions as expressed or acted upon by the Board, its committees and membership, and formally register dissent as appropriate.
- To promote collaboration, cooperation, and partnership among the board, staff, and members.

SELF-ASSESSMENT:

- Advocate for your Trust whenever possible, striving to connect resources to the organization, and raise the profile of the Trust with potential partners, funders, and stakeholders.
- To participate in the Board periodic assessment of its own performance and recommend improvement in such areas as composition, organization, tenure, retention, and responsibilities.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization.
- Adhere to conflict of interest and confidentiality policies.
- Assist in the annual performance evaluation of the Executive Director.

III. Board of Directors Position Descriptions

The Board President is the chairperson for the board of directors who serves as the chief volunteer officer and advocate of the organization.

Desirable Qualifications:

1. Vision – broad, overall image of the agency's operations
2. Generalist approach to the organization
3. Impartial attitude
4. Caring nature
5. Strong leadership skills
6. Ability to facilitate
7. Working knowledge of Robert's Rules of Order (see section VIII)

The Board Vice-President has all of the powers and functions of the president in the absence of the chief volunteer officer.

The Secretary creates and oversees documentation for activities of the board.

Desirable Qualifications:

1. Good Communication skills, especially written
2. Experience with minutes (ability to participate in a meeting & record at the same time)
3. Strong filing and organization skills
4. Notary

The Treasurer oversees all financial activities of the corporation and acts as the chairperson of the Finance Committee that reviews all financial matters.

Desirable Qualifications:

1. Accounting knowledge
2. Skill in assessing financial position
3. Ability to separate the overall financial picture from detail oriented day-to-day operational issues and to focus on the overall financial picture.

Board Committee Chairs are either denoted by position and responsibility in the bylaws (i.e. the treasurer shall chair the Finance Committee) or the process of appointment is stated. The bylaws define the functions of standing committees, how committees are formed and their composition.

SAMPLE: Board Member Job Description from Groundwork Denver

MISSION STATEMENT: To bring about the sustained improvement of the physical environment and promote health and well-being through community based-partnerships and action.

Groundwork Denver (GWD) was incorporated as a 501c3 in October 2002 as an independent organization in the Groundwork USA network. GWD was created in response to a feasibility study that found that while much of the City and County of Denver is known for its parks and well-maintained streetscapes, there are neighborhoods without the resources to develop and maintain a clean and healthy environment. Since its inception, GWD has focused on building partnerships and providing support to the diversity of Denver residents who want to improve their neighborhoods through community involvement and civic engagement. Unlike other environmentally-focused organizations, GWD builds partnerships to deliver programs and resources that help lower-income communities to not only make a wide range of environmental improvements, but also to build diverse community involvement, and develop leadership and job skills.

www.GroundworkColorado.org

INDIVIDUAL BOARD MEMBERS' RESPONSIBILITIES

- **Attend all board and committee meetings and functions, such as special events.**
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on at least one committee or task forces each year and offer to take on special assignments.
- Be informed about the organization's mission, services, policies, and programs.
- Make a personal financial contribution to the organization that is personally meaningful to you.
- Inform others about the organization, and advocate for _____ whenever possible.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in green issues, funding opportunities and similar issues that would affect _____.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements, helping to hire EDs and deal with staffing concerns as needed from a legal stand point of view.
- Financially support the organization through participation in fundraising events and or the annual giving campaign. Seems redundant but also different from earlier requirement.
- Identify potential funding sources and serve as an ambassador in securing organizational funding.
- Annually assist in the evaluation of the performance of the Executive Director.

Personal Characteristics to Consider

- Ability to: listen, analyze, think clearly and creatively, and work well with people individually and in a group.
 - Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
 - Develop certain skills if you do not already possess them, such as: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.
 - Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, and concern for Groundwork Denver's development.
-

IV. Board Member Recruitment: Assess Compatibility!

Questions to ask prospective board members –

1. How passionate are you about our cause?
2. How much time can you give to us?
3. What motivates you as a volunteer?
4. What expectations do you have from the management of organizations on whose boards you serve?
5. What are your personal dreams or aspirations that could be enhanced by service on our board?
6. What professional or personal constraints on your time or service might you anticipate?
7. Are you willing to make a financial commitment that is a stretch?
8. Of what importance to you is social interaction with other board members?
9. How do you feel about performance evaluations of individual board members as a group?
10. As you think about the three primary board roles- *ambassador, advocate and asker*- in which role(s) do you think you will want to be most active?

Joining a Board? Before you say “yes, I’ll join the board”...

1. What is the organization’s mission? How do the programs relate to the mission?
2. Does the organization have a strategic plan? Is it reviewed regularly?
3. Is the organization fiscally sound? Does the board discuss and approve the annual budget? How often do board members receive financial reports?

4. Are there written descriptions of board member, officer and committee responsibilities? Who are the other board members?
5. Does the organization have directors' and officers' liability insurance?
6. How can I contribute as a board member? How much time will be required for meetings, special events and other board-related responsibilities?
7. Does the organization provide opportunities for board orientation and training?
8. What is the board's role in fundraising? Will I be expected to make a specific financial contribution?
9. Are the customers of the organization satisfied with the service they receive? How does the organization know this?
10. Does the board work well with the executive leadership?

V. Individual Board Member Self-Evaluation

Use the following questions to assess your individual board member performance. If you answer "yes" to most of these questions, you are likely fulfilling your responsibilities as a board member.

Board Member Questions	Yes	No	Not Sure
Do I understand and support the mission of the organization?			
Am I sufficiently knowledgeable about the organization's programs and services?			
Do I follow trends and important developments related to this organization?			
Do I assist with fundraising and give a significant annual gift to the organization?			
Do I stay informed about the organization's financial health?			
Do I have a good working relationship with the executive director?			
Do I recommend individuals for service to this board?			
Do I prepare for and participate in board meetings and committee meetings?			
Do I act as a good-will ambassador for the organization?			
Do I find serving on the board to be a satisfying and rewarding experience?			
Do I attend at least 75% of board meetings during the year?			
Do I have fun?			

VI. 15 Steps to Better Meetings

1. Make attendance as effortless as possible by setting dates, sites and expectations a year or two ahead.
2. Ask three questions: What is it that we want the meeting to do? What is the primary purpose of the meeting? How can we organize the meeting to fulfill this purpose?
3. Send meeting materials, print or electronically, at least one week in advance.
4. Require that the majority of the meeting be spent on major issues geared toward the future and not on what has already happened.
5. Start on time and end on time. Respect everybody's schedules.
6. Use icebreakers to learn more about meeting participants.
7. Make a list of commonly used acronyms to post conspicuously during meetings.
8. Keep things on track. Don't allow people to go off subject. Assign a "time and tangent monitor."
9. Allow time for personal contact and informal socializing.
10. Commit a portion of every meeting to an in-depth look at a particular topic.
11. Invite energizing guests and speakers to liven up the discussion.
12. Good meetings have good food. Make it a rule to serve something different each time. Have plenty of water available.
13. Take breaks.
14. If the Chair is not a good meeting facilitator, tactfully suggest that someone else take the lead or rotate the job.
15. Conduct quick evaluations after every meeting with a goal of making each meeting more productive and satisfying than the last.

VII. Conflict & the Board: Tips for Dealing with Conflict Before Conflict Deals with the Board

1. Prevent unnecessary conflict before it disrupts the Board's work.

- ❖ Make sure board members get training and support, so that they understand their roles – and the limitations of their roles.
- ❖ Set clear expectations about the board's priorities and tasks.
- ❖ Set a positive, productive tone in all board interactions.
- ❖ Refer to the organization's mission and vision whenever board decisions are being made.

2. Address conflict directly when it arises.

- ❖ Don't avoid a conflict – when one occurs, name it.
- ❖ When the conflict is between members, the board president may address it with each of the involved parties first.
- ❖ If this is not successful in resolving the conflict, the president may identify another board member to meet with the members together and work toward a resolution.

3. If the conflict cannot be privately resolved, schedule a special meeting of the board to resolve the issue. Consider:

- ❖ Setting ground rules for the meeting and identifying a facilitator – a board member who is not involved in the conflict, or an outside facilitator.
- ❖ Identifying the conflict or describe the situation.
- ❖ Making tools available – for example, if the conflict involves bylaw language, get clarification before the meeting.
- ❖ Allowing members to ask questions to clarify their understanding of the conflict.
- ❖ Asking the board to identify the main issues – those that are at the root of the conflict.
- ❖ Choosing from this list of main issues and brainstorming solutions that might be acceptable to all parties.
- ❖ Using a creative approach – role-playing, small group discussion, drawing and other graphic ways to suggest and “test” solutions.
- ❖ Recognizing progress – when the group finds agreement, articulate the agreement and congratulate the group.

VIII. Key Definitions and Principles of Procedures

Principles

1. Majority rule (or super majority if applicable) must prevail.
2. The rights of members with a minority opinion must be protected.
3. Respect for dignity of members must be assured.
4. Respect for the position & authority of chair must be assured.
5. Logical order of business must be provided.

Key Definitions

Accepting a report is the same as adopting it, and should not be confused with ***receiving*** a report, which is allowing it to be presented.

Pending is when a question has been stated by the chair and has not yet been disposed of either permanently or temporarily.

Immediately Pending When several questions are pending, the one last stated by the chair, and therefore the one disposed of first, is said to be the immediately pending question.

Motion is a proposal that the assembly take certain action, or that it express itself as holding certain views.

Seconding of Motion is one where a person declares their favor of a motion that has been made. As a general rule, every motion should be seconded to prevent time being consumed by considering a question that only one person favors. There are however, motions, such as Question of Order, that do not *require* a second.

Subsidiary Motion is one that may be applied to a main motion, and to certain other motions, for the purpose of modifying them, delaying action upon them or otherwise disposing of them.

Privileged Motions are those that, while having no relations to the pending question, are of such urgency or importance as to require them to take precedence of all other motions. These motions are to fix the time to adjourn, to adjourn, to take a recess, to raise a question of privilege, and to call for order of the day.

Incidental Motion is one that arises out of another question which is pending or has just been pending and must be decided before the pending question.

Previous Question is the name given to the motion to close debate and at once to take the vote on the immediately pending question and such other questions as specified in the motion.

Substitute is an amendment where an entire resolution, section, or one or more paragraphs, is struck out and another resolution, section, or one or more paragraphs, is inserted in its place.

Robert's Rules Made Simple: What you need to know 90% of the time

Board Meetings

1. Chair calls the meeting to order when quorum has been established.
 - a. Quorum is defined in bylaws; usually is comprised of 51% of members for board meetings and 10% or 100 persons (whichever is less) for a membership meeting.
 - b. A quorum is required to take action or to record formal deliberation. Without a quorum, the meeting is an informational session, not a board meeting.
 - c. Quorum is established at the beginning of the meeting. If someone leaves midway, the group still has a quorum until the meeting is duly adjourned. The individual leaving should be noted in minutes.
2. Approve previous months minutes
 - a. Changes/corrections should be offered.
 - b. Chair requests a motion to approve minutes. Another member should second the motion.
 - c. Chair calls for a vote, noting any corrections.
 - d. Secretary signs approved minutes.
3. A committee recommendation is the same as a motion that has been made and seconded.
 - a. Chair calls for discussion
 - b. Chair restates the motion to be certain everyone knows what is being discussed and decided.
 - c. Chair calls for a vote.
4. If the board is considering something that has not been moved by a committee, i.e., new business, any action taken must receive a motion and be seconded.
 - a. Chair requests a motion to take the action. Another member should second the motion.
 - b. Chair calls for discussion.
 - c. Chair restates the motion to be certain everyone knows what is being discussed and decided.
 - d. Chair calls for a vote.

A Note on Committee Meetings

- Except for the Executive Committee, committees are deliberating bodies, not decision-making bodies unless specifically authorized by the Board. To demonstrate that a committee has done its due diligence, it should utilize the same procedures as indicated above.
- If the bylaws do not state a quorum for committees, a committee does not need one unless it is making a decision on behalf of the board. The minutes should note those present and those absent in its report, and if it makes any recommendations may want to clearly indicate that they it was made without the participation of the majority of the committee. Board members should take note of this in considering action on the recommendation.

Definitions and Comments

- *Motion:* Proposals for a decision or action. A motion may be made by an individual or committee in accordance with agenda setting procedures.
- *Second:* Support for a decision or action.
- *Abstention:* This indicates support for the majority decision. If you are opposed to an action you should vote NO and be on record as doing so.
- *Majority:* 51% is usually required to make a decision.
- *Super Majority:* 2/3 is sometimes prudent to rescind a decision or for certain decisions such as removing a board member, hiring and firing the Executive Director, and making major financial decisions or investments.
- If a decision fails, the issue can be sent (back) to committee, tabled, rescinded, or amended.

APPENDIX K

PROPOSED ORGANIZATIONAL STRUCTURE & PROPOSED BY-LAWS

The proposed organization structure of the Groundwork Trust for Jacksonville, Florida (as reflected in the proposed articles of incorporation, bylaws and other formation documents) consists of the following:

1. Proposed legal name: Groundwork Jacksonville, Inc.
2. Board of directors managed; no memberships or members; indemnification required for all directors, officers and employees.
3. Directors -- nine initial directors; board members divided into two groups -- staggered terms of two years each; initial board -- four serve one-year terms and five serve two-year terms; a directors is permitted to serve up to two consecutive two-year terms; each director serves on at least one committee.
4. Proposed management structure:
 - a. Officers -- two-year terms; President, Vice President, Treasurer, and Secretary.
 - b. Executive Director.
 - c. Executive committee - members President, Vice President, Treasurer, Secretary and Executive Director.
 - d. Green Space Committee -- is responsible projects and programs related to the improvement of and increase in the quantity, quality, access, connectivity and maintenance of public green spaces such as parks, trails, greenways and blueways.
 - e. Community Corp Committee -- is responsible for projects and programs that involve youth and adults in community environmental restoration and programs to engage local individuals, especially youth, in environmental stewardship and environmentally focused community service such as the Youth Corp.
 - f. Environmental Advocacy Committee -- is responsible for projects and programs of education, leadership and awareness intended to promote adaptive re-use and redevelopment of the Historic Springfield and Eastside neighborhoods, brownfield areas and enterprise zones, and to promote local environmental well-being and its positive interrelationship with the economic and social well-being of local neighborhoods and the larger Jacksonville metro region.

- g. Development committee - organizing and overseeing fundraising, grant and other funding generation activities.
 - h. Communications committee -- developing and implementing the communications strategy for promoting the activities.
5. Conflict of Interest Policy - initial disclosure form; required annual disclosure form.

Things to consider when hiring a GW Trust Executive Director

- Based on input from Executive Directors in the Groundwork USA network

Introduction

The job of Executive Director (ED) is first and foremost to raise money through grants, unless the new Groundwork Trust Board and the new ED know a lot of wealthy people who would commit to being donors. While a healthy donor base and corporate support is important, the primary source of funding for new and developed GW Trusts is public and private sector grants.

The Executive Director also has to build the new organization in terms of its financial management, its governance (board and personnel policies), its outreach materials and its administration and office systems, especially in the start-up years. In many respects, while a working knowledge is helpful, they do not need to have technical knowledge regarding brownfields, vacant lots, community planning, design, landscape management, urban agriculture, or other areas that the GW Trust will be working on. It is the ED's job to get the resources in place to bring on the staff, volunteers and interns to run the programs and implement projects, whether it is a youth program, a garden program, a vacant lot initiative, or a river program.

To do this, the new ED will probably need to have enough project and program skills to run some initial programs as the GW Trust gets going. A working knowledge of the work of the Trust and a passion for the urban environment and community development will help them communicate with and engage partners, stakeholders and supporters. However their primary role is to develop the organization and secure the funds to build and sustain it.

The general model is to hire such an ED - with writing, managing, and securing grants the top priority – and to work toward bringing on a second staff person who would be the project and program operations person. The ED also needs to be able to work very independently, be a self-starter, be detail oriented, and be able to multi-task.

It is not easy to find the right person and no one candidate will have all the skills needed to make your Groundwork Trust a success, which is why it is so important to have an engaged Board of Directors and work towards bringing on that second staff person sooner rather than later. But our experience shows that those Trusts that hire an ED with the skills to build the organization do better in the long-term. Those organizations that hire technical people as their Executive Director, who love the program side but lack those fundraising and organizational development skills, frequently stumble and stagnate within a few years as the seed funding from NPS diminishes.

Questions and Skill Sets to Consider

As you prepare to recruit and hire the first Executive Director for your Groundwork Trust or even a subsequent Executive Director, consider the following questions and skill sets. These were compiled by a group of GW Trust EDs as part of a brainstorming session about what makes for a successful GW Trust Executive Director.

Is the Board ready? Does the Board understand its role in a successful GW Trust? Is the Board ready to work to make the ED and the GW Trust a success?

- Is the Board bought into the importance of a full time Executive Director
- Does the Board understand its role in supporting the Executive Director



- Does the Board understand its role in fundraising for the organization, especially for those uncommitted funds that can support overhead and other costs that cannot be attributed to specific project and programs
- Does the Board understand the role of the Executive Director?
- GW is a fundraising enterprise. Trust leadership needs to be committed to this.
- The Board needs to assist in substantive way, not just meet to review what is going on.

Does the job fit the candidate and vice versa?

- The first dimension to understand is-Is this job a good long-term fit for the candidate? If not, the candidate's skills are irrelevant.
- What is the candidate's motivation for seeking the job? Will the compensation package meet the needs of the candidate? Do they see themselves growing with the organization or is this a 1-2 year stepping stone?
- GW project and program work is very seducing, exciting and rewarding, but it is hard work. The successful ED needs to manage and fund the organization, balance competing demands, ensure compliance with paperwork and reporting requirements, and work with a broad spectrum of partners and stakeholders to make those projects and programs possible
- Is he/she a leader?
- Is he/she detail oriented?
- Is he/she pragmatic?

Does the candidate have previous experiences to draw on as ED?

- Do they know what a successful organization looks like?
- Have they started or been involved in a start-up organization before?
- Have they had prior experience as an ED?
- Do they understand the mechanics of running an organization?
- Can they demonstrate the ability to follow through and get things done? Delivering on commitments is key to building a strong working relationship with the community, the city and the partners.

Does the candidate have the necessary fundraising and resource development skills?

- Do they have funding and resource development experience and track record
- ED needs to work with the Board to raise their own salary

Does the candidate have the necessary financial management skills?

- 75% of ED job is ensuring financial viability – fundraising, fund management, cash flow, organizational management
- Have they successfully managed a budget and are they able to work within financial limitations? Over time, successful financial management will avoid debt, balance the budget from the project and program level up to the organization level, and build a reserve.
- Do they understand cash flow, how long it will take to get money in and how quickly bills need to be paid? Do they have a track record of managing cash flow?

Does the candidate have the necessary people management and motivation skills?

- Will the candidate be able to work with the Board so they make major contributions to the Trust? Board members' time, talent, contacts and financial support are critical to the success of the new Trust.
- Are they able to get the Board engaged and doing substantive work?



- Will the candidate be able to manage and motivate staff, volunteers, and interns so they contribute and grow in their responsibilities?
- Will the candidate be able to assess the morale and performance level of the board members, staff, volunteers, interns and the organization overall and create a positive environment for all.

Does the candidate have the necessary interpersonal skills?

- Does the candidate come across in a way that tells you that he/she can develop strong personal relationships with a cross section of the community, government, businesses, corporations, foundations and private funders?
- Is he/she good with people?
- Does he/she listen?

Does the candidate have the necessary communication skills?

- Can the candidate articulate the quid pro quo value exchange between the Trust and the funders?
- Is s/he a good communicator – one on one and in groups
- Is s/he articulate?
- Is s/he a good writer?
- Is s/he a good listener?
- Is s/he able to use social media?

Does the candidate have technical skills/experience that would support development of the organization?

- Can s/he think strategically to plan long term goals and the short term steps to achieve those goals?
- Can s/he assess the long-term benefits to the Trust and the community of doing specific projects and programs, in addition to the near term benefits?
- Does s/he have experience in the types of projects and programs that the GW Trust will be working on?
- Does s/he have connections or ability to make connections to the communities s/he will be working with that will help the Trust engage residents, businesses and civic leaders in the work of the Trust?