



KANSAS CITY, KANSAS

*A feasibility study to establish a
Groundwork Trust*

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Executive Summary

On December 2, 2019 the Groundwork Kansas City, KS Steering Committee voted to approve this Feasibility Study and to proceed with establishing a new Groundwork Trust focused on the Northeast area of Kansas City, KS. From June 2019 – October 2019, the Steering Committee members participated in five meetings facilitated by Feasibility Coordinator, Synthia Isah. Concurrent to these meetings, Synthia and HNMA Executive Director, Rachel Jefferson, met with many stakeholders dedicated to improving the social, environmental and quality of life challenges in Northeast Kansas City, KS. This report represents discussions and decisions made during those meetings and illustrates the strong potential for a successful Groundwork Trust in Northeast Kansas City, KS.

The establishment of a Groundwork Trust in Kansas City will build off the ongoing work of an existing non-profit organization, The Historic Northeast Midtown Association (HNMA). HNMA has a strong record of successful projects and programs and is widely respected by local residents and partners in Kansas City. Joining the Groundwork Network will enable HNMA to expand and deepen their existing programming, pursue new projects and programs and grow staff to support and carry out these programs. The new Trust will fill identified service and programming gaps within the Northeast Kansas City area as a result of this expansion. This includes taking responsibility and ownership on the creation of a brownfields redevelopment agenda with the local government, expanding personal and professional growth opportunities for youth and increasing connectivity to the Jersey Creek Greenway for surrounding neighborhoods. The board and staff of HNMA and the Feasibility Study Steering Committee envision this transition to a Groundwork Trust to be a major step forward in growing the organization.

This Feasibility Study and previous work accomplished by HMNA and local residents, illuminated a need to address challenges in three broad focus areas: (1) brownfield redevelopment, green space and vacant land planning; (2) equitable development; and (3) building healthy community/food sovereignty. This study details projects and programs, both long- and short-term, within each of these focus areas.

A new Trust in Kansas City will share the formal mission of the Groundwork 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 Steering Committee adopted a positioning statement to simplify the mission statement and define what the Trust's mission will be in the local context. That positioning statement is, *"Equity, Environment, Everyone."*

The need for and the prospect of a successful Trust in Kansas City is strong. HNMA has had great success in addressing the needs of the community, but there is still much more work ahead. Involvement in this Study and excitement for the potential development of a

Groundwork Trust in Kansas City from a diversity of stakeholders including local residents, non-profit and for-profit partners, philanthropic entities, elected officials and municipal departments suggests the emerging Groundwork Trust will be well supported and welcomed.

I. Background

Groundwork USA: *Introduction to the Groundwork Network*

The Groundwork USA Initiative was launched in 1996 by the National Park Service Rivers, Trails and 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 20 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.

Groundwork USA represents a growing national network of non-profits working alongside local communities to transform vacant and blighted land and waterways into community and environmental assets. Groundwork Trusts across the country accomplish this through a holistic approach to neighborhood revitalization that includes broad community participation, collaboration with diverse local organizations, education, employment, youth leadership, and environmental stewardship training. Groundwork Trusts work on the ground in low-resourced neighborhoods to achieve local community goals in collaboration with the National Park Service's Rivers, Trails, and Conservation Assistance (RTCA) Program and the Environmental Protection Agency's Brownfields and Urban Waters Program.

Establishing a Groundwork Trust in Kansas City, KS

In early 2018, the Historic Northeast Midtown Association (HMNA) and the Unified Government of Wyandotte County and Kansas City, KS (KCK), began to form a Steering Committee to explore the opportunity to establish a Groundwork Trust in their community. Concluding that there was a strong match between the Groundwork USA model, mission and goals and the ongoing work and opportunities in Northeast Kansas City, Kansas, the group decided to submit a letter of interest to Groundwork USA. HMNA Executive Director, Rachel Jefferson, has served as the lead Steering Committee member and the primary contact for Groundwork USA.

A review of the letter of interest by Groundwork USA, the National Park Service and the Environmental Protection Agency concluded that KCK was a strong applicant. Notably, the robust relationship between HMNA and the local government, an understanding of the Groundwork model and a diverse Steering Committee with representation from multiple sectors peaked the curiosity of the national review team to learn more and request a site visit.

A delegation of representatives from the review committee conducted a site visit to KCK in June 2018 to learn about the opportunities in Northeast Kansas City, KS (Northeast KCK) and the potential for the Groundwork model to address those opportunities. The site visit validated the national review team's evaluation of the letter of interest. There were significant quality of life challenges that the Groundwork model had the potential to address, the partners at the table were the right people and the lead organization was deeply rooted in and driven by the community. Additionally, there was great momentum to build off of: HMNA already had

significant projects and programming underway in the community and the Northeast Area Master Planning Process had recently wrapped up with HMNA as the co-lead implementation partner with the Unified Government. Groundwork USA invited the Steering Committee to submit a full proposal, which was submitted and approved in October/November 2018.

In collaboration with Groundwork USA and the National Park Service, a feasibility study was commissioned to assess the full range of opportunities in Northeast KCK and whether transitioning HNMA to a Groundwork Trust was attainable and would address the needs in the community. If it was determined there was a good fit, the group would begin to explore how the Trust would be established to meet those needs and to ensure there was a plan for organizational sustainability. The Feasibility Study also determined the practicality, benefits and challenges of an existing non-profit, HMNA, transforming into a Groundwork Trust.

Stacey Moran, Groundwork USA's Director of Operations, has been working closely with the KCK Steering Committee through each phase of the Trust establishment process.

This Feasibility Study was written by Stacey with support from Rachel Jefferson, HMNA Executive Director, and Synthia Isah, HNMA Feasibility Study Coordinator and Economic Development and Sustainability Coordinator.

Kansas City, KS Steering Committee Members

The KCK Steering Committee is a broad mix of stakeholders representing various sectors of the community in Northeast KCK. It includes representatives from the local government, non-profit organizations and for-profit companies. Many of the non-profit partners and community institutions work directly with residents and business owners in the Northeast KCK area. Indeed, many of the Steering Committee members are residents of the community themselves.

The Steering Committee is well versed in the goals, objectives and purpose of the study. This was accomplished by including an overview of the process at the initial meeting and doing "progress checks" to note accomplishments to-date and next steps throughout the study. Each meeting included ample opportunity for members to engage in deep discussion about the topic at hand, both in small and large groups, provide input and feedback on community need and opportunity and discuss potential solutions.

Throughout the study, the Steering Committee was kept abreast of HNMA's current and ongoing work. This provided the opportunity to continually deepen the Steering Committee's understanding of community needs and solutions in an effort to identify gaps in services that a new Trust may be able to fill. In between Steering Committee meetings, Rachel and Synthia worked with committee members to explore opportunities for partnership and worked to develop connections with entities committee members identified as potential future partners as the Trust establishes itself. Rachel and Synthia used their existing partners and network to continue to build a better understanding of need and identify assets that are folded into the study. For example, HNMA has a strong relationship with YouthBuild KCK, a non-profit that provides youth an opportunity to earn their GED while gaining construction skills through

project-based learning. Because of HNMA’s continued work with this organization and the youth they serve, HNMA was able to identify some of their needs as community members and what potential opportunities exist to partner with a future Groundwork Trust.

As the Feasibility Study wrapped up, the Steering Committee expressed an interest in remaining involved when the new Groundwork Trust launched. Many of these individuals will continue to be significant partners in several projects and programs. A number of members expressed a desire to remain involved beyond the launch and indicated an interest in joining an advisory committee of the Trust’s Board of Directors. This idea will be explored after the Trust launches and new board members are added in early 2020.

Steering Committee Members

<u>Member</u>	<u>Organization</u>
Chiquita Miller	HMNA Board
Adrienne Showalter Matlock	HMNA Board
Irene Caudillo	El Centro
Kerry Herndon	Kanza Group Sierra Club
Matt Kleinmann	Dotte Agency/YouthBuild KCK
Ina Anderson	Greater Kansas City Local Initiative Support Corporation (LISC)
Spark Bookhart	YouthBuild KCK
Wil Anderson	BHC Rhodes
Marcia Harrington	Wyandotte Economic Development Council
Jordan Ayala	University of Kansas City-Center for Economic Information
Alecia Kates	Mid-America Regional Council (MARC)
Patsy Kile	Connect the Dottes/ Young Women on the Move
Pam Jasinskas	Resident/ Retired school teacher/ Interior set-up & design expert/ Washington Heights Neighborhood Association
Stephanie Moore	Unified Government Economic Development
Kalia London (until August 2019)	Youth representative
Broderick Crawford	NBC Community Development Corporation
Jim Shraeder	Community resident/ Washington Heights Neighborhood Association
Jonathan Harrington	Environmental Protection Agency, Region 7
Randy Callstrom	Wyandot Behavioral Health Network

Other residents and partners engaged during Steering Committee meetings throughout this feasibility study process include:

- Randy Callstrom, Wyandotte Behavioral Health Network (August 2019)
- Erin Bopp, Bridging the Gap (August 2019)
- Charlie Foley, EPA (August 2019)
- Heather Collins, EPA (October 2019)
- Todd Jordan, United Way (August 2019)
- Allen Greiner, University of Kansas Medical Center (August 2019)
- Dustin Hare, Connect the Dots (August 2019)
- Daniel Silva, Kansas City KS Chamber of Commerce (August 2019)
- Greg Kindle, Wyandotte Economic Development Corporation (August 2019)
- Matt Watkins, Kansas City KS Housing Authority (August 2019)

Transforming an Existing Non-Profit Organization into a Groundwork Trust

Stacey Moran hosted a series of calls with HMNA's Executive Director, Rachel Jefferson, and Board of Director's Chair, Elnora Tellis Jefferson, during the initial stages of the RFP process. The impacts of transforming an existing organization into a Groundwork Trust was always part of the conversation to ensure the local community understood what the transition process would look like (i.e., adoption of Groundwork name, logo and mission) and the resulting opportunities and challenges. HNMA leaders and the local Steering Committee understood and appreciated the benefits of being part of a national network and viewed becoming members of the Groundwork Network as a positive next step in growing the organization. At the same time, it was very important to the Steering Committee that the process of transforming the organization kept an eye towards preserving HNMA's local reputation and ensured the Trust would be serving the stakeholders HNMA and their partners currently represented. The various opportunities and challenges this presented were discussed throughout the entire process, from the initial site visits through a number of the Steering Committee meetings.

HNMA's staff and board of directors will remain in place as the organization establishes itself as a Groundwork Trust. During the Feasibility Study, there was a review of the existing staff structure and program/project expansion to determine where and when the most appropriate expansion of staff should occur (see attachment A, "Groundwork KCK Current and Proposed Staffing Structure"). With regard to the Board of Directors, there was a review of skills and expertise to identify gaps and room for expansion. With two board members' terms ending in December 2019, this was the perfect time to take stock of existing skill sets and explore where there were gaps in areas of expertise (see attachment B, "Groundwork KCK Board of Directors" for a list of members, roles and terms).

During the feasibility study process, HNMA board members, staff, and founders worked with the Steering Committee to select a new name for the organization. Recognizing the importance of the name Historic Northeast Midtown Association to the founders and to the community HNMA supports, it was critical that all stakeholders (past and present) be brought into a robust conversation to ensure the most inclusive decision.

During the first Steering Committee meeting, Synthia shared the purpose and function of the name change—explaining the requirement that all Groundwork Trusts have the word “Groundwork” in their names. After an initial brainstorm, Steering Committee members held a vote and selected six names for further consideration. Synthia shared this process and the resulting names with the HNMA Board and founders, who discussed these names and held their own votes. In the end, the name Groundwork Northeast Revitalization Group (Groundwork NRG) had the most support from the Steering Committee, HNMA Board, and organizational founders.

In a similarly inclusive process, the Steering Committee drafted a positioning statement and vision for the new Groundwork Trust. After reviewing the HNMA mission statement and Groundwork USA mission statement, Synthia led a participatory exercise where Steering Committee members identified language they wanted to capture from the existing HNMA and Groundwork mission statements and local context considerations that could be used to make the positioning statement specific to Northeast KCK. Eventually, it was decided that a short, but powerful positioning statement could capture the nuance of the local context while drawing people into a deeper conversation about Groundwork and its role in revitalizing Northeast KCK. In the end, the statements: “Equity, Environment, Everyone” and “To sustain and revitalize our beloved community” were chosen as the positioning statements for the new Trust.

This study has provided a great opportunity to learn and assess the value of transitioning an existing non-profit into a Groundwork Trust. There is great opportunity in transitioning an existing non-profit organization to a Trust when there is a substantial match between programmatic focus, values and overall mission. This allows for existing programs that have proven successful to be expanded and for new programs and projects to be developed with an existing understanding of community need. It is also advantageous that HNMA has an existing organizational structure, organizational policies, board and staff, and funding relationships. The new Trust in KCK will leverage its existing infrastructure to continue to meet the needs of their community and take their work to the next level.

II. Introduction to Northeast Kansas City, KS and Community Need

The proposed Groundwork Trust will operate in KCK with a specific focus on the Northeast area of the city. Northeast KCK is bounded by the Missouri River on the north and east, Nebraska Avenue and Minnesota Avenue on the south and I-635 on the west. The area is within the jurisdiction of the Unified Government of Wyandotte County and Kansas City, Kansas and aligns with the boundaries of the Historic Northeast – Midtown Association (HNMA) service area. HNMA's service area is comprised of several neighborhoods, with 23 registered neighborhood associations. See map below that outlines the identified focus area for the proposed Groundwork Trust.



Focus Area – Northeast Kansas City, KS. Credit: Northeast Area Master Plan, November 2018

KCK has a total population of 152,958¹. Northeast KCK has a population of 21,496 residents and contains 11 census tracts.² The population self-identifies as 56% Black/African American, 31% White, 11% Asian, 2% American Indian/Alaskan Native, and 6% Other, with 29% identifying as Hispanic/Latinx.³

Northeast KCK has experienced long-term population decline since the 1970s. Notably, between 2000-2010, the population in the Northeast area declined by 9.7%. A decreasing population has had many impacts on the community.⁴ One of the most visible is the increase in neglected, demolished and abandoned properties. It is estimated that there are 225 acres of land in Northeast KCK being held in the City's Land Bank inventory. A [GIS map of land bank owned properties in KCK](#) provides a powerful visual display of vast numbers of vacant properties in the City and indicates a large quantity of vacant land in the Northeast KCK area of the City, specifically.

¹ United States Census Bureau. QuickFacts, 2018. <https://www.census.gov/quickfacts/kansascitycitykansas>

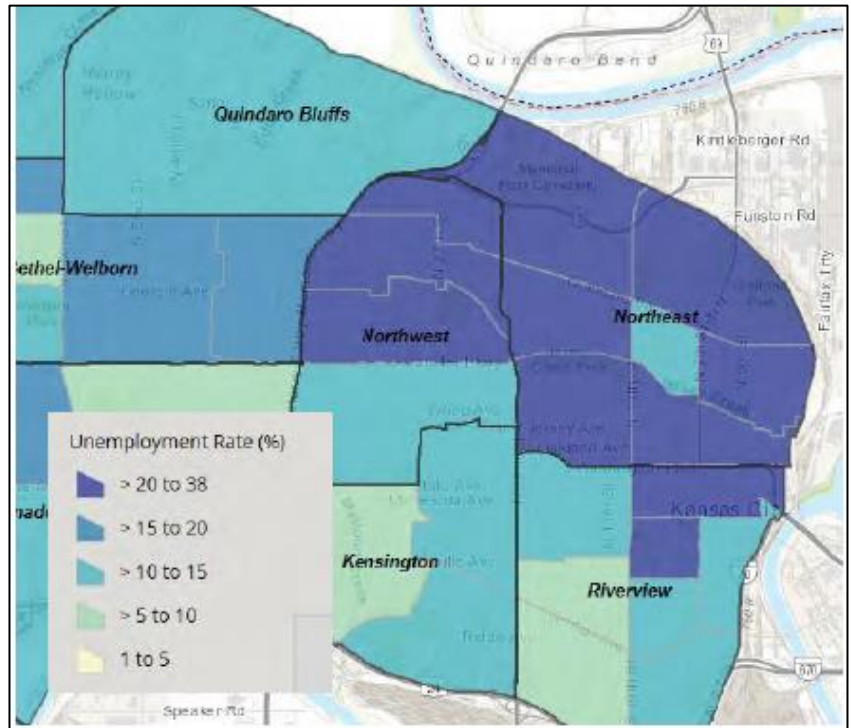
² Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 13.

³ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 13.

⁴ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 13.

Poverty and unemployment are widespread challenges in Northeast KCK. The area has a significantly lower median household income (\$16,011)⁵ than Wyandotte County (\$43,129)⁶, with nearly 40% of the population living below 100% of the federal poverty line.⁷ The unemployment rate in Northeast KCK is 14.37%, with some census tracts hovering around 20%.⁸

This is despite the booming Fairfax Industrial District being located within the service area. The Fairfax Industrial District employs 8,500 people; however, only 2.6% live in Northeast KCK and only 15.45% live in KCK.⁹ There is great opportunity in having an asset like the Fairfax Industrial District located adjacent to Northeast KCK and indeed, the community has recognized the District as a community asset.¹⁰



Unemployment rates by census tract highlighting the particularly high rate in NE Kansas City. *Credit: Northeast Area Master Plan*

Significant barriers for Northeast KCK residents seeking employment within the District include a lack of educational opportunities to residents in specific skills desired by employers and low access to transportation. HNMA also recognizes that tension exists between potential employers and employees in regards to both real and perceived differences in culture and lifestyle. The Groundwork Steering Committee members are looking at these obstacles in their own work and targeted interventions include: hiring a more local workforce, diversifying the types of employment at the District and investing in technical training programs to boost the skills of local residents to match the needs of the District.

Additionally, Northeast KCK is impacted by some of the worst health outcomes and social determinants of health in the county. For years, residents and neighborhood organizations of

⁵ American Community Survey (2012-2016) Estimates.

⁶ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 34.

⁷ American Community Survey (2012-2016) Estimates.

⁸ American Community Survey (2012-2016) Estimates.

⁹ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 34.

¹⁰ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 30, 31, 36.

Northeast KCK have worked to address many of the community’s environmental and community development challenges. Health equity has become a central focus for private and public partners working in the Northeast KCK area.

According to the Robert Wood Johnson Foundation’s “County Health Rankings”, Wyandotte County ranks within the bottom five Kansas counties for social determinants of health.¹¹ The 2017 Wyandotte County Community Health Assessment (and resulting Community Health Improvement Plan) and the Health Equity Action Transformation Report (HEAT Report) are two critical evidence-based documents that have advanced the understanding of the critical deterrents to public health in Wyandotte County. Both studies had robust community engagement elements and were focused heavily in the Northeast KCK area. The Community Health Assessment identified the following issues as contributing to adverse public health outcomes:

- Access to healthy food
- Access to medical, dental and mental healthcare
- Access to safe and affordable housing
- Violence prevention¹²

The HEAT Report identifies a legacy of historical discrimination enacted through racist policies (e.g. redlining) that set Northeast KCK on the path of disinvestment. This disinvestment, in turn, led to the socio-economic disparities present in the area today.

It should be noted that there are a number of community assets that serve as positive buffers to mitigate



Images from the H.E.A.T. Comic Book that accompanied the report which was focused on the modern day impacts on public health as a result of historic discrimination (e.g. redlining). *Photo Credit: H.E.A.T Report, 2016*



The Jersey Creek Greenway, a natural community asset and flagship restoration and activation project of HNMA and the future Groundwork Trust. *Photo Credit: Northeast Area Master Plan,*

¹¹ Robert Wood Johnson Foundation. County Health Rankings and Roadmaps: Building a culture of health, county by county, <https://www.countyhealthrankings.org/app/kansas/2019/overview>.

¹² 2017 Wyandotte County Community Health Assessment, <https://www.wycokck.org/Health/Assessment.aspx>.

the impacts of these challenges. These include natural assets such as the Jersey Creek Greenway (a greenspace supported by the Jersey Creek Renovation and Expansion Team), an active group of community leaders and United Government staff committed to the betterment of their community, and a built environment that lends itself to multi-modal transportation. The ongoing initiatives spearheaded by a combination of private and public actors to address these challenges will serve as the foundation on which future community assets can be built. There is still much more work to be done to expand these initiatives, ensure equity in access to opportunities and public assets and ensure the community has an opportunity to determine the solutions to these challenges.

Relevant Planning Documents

- *H.E.A.T Report*, December 2016
- *2017 Wyandotte County Community Health Assessment*, March 2018
- *Wyandotte County Community Health Improvement Plan (CHIP)*, September 2018
- *Northeast Area Master Plan*, November 2018

III. Community Assets, Opportunities and Vision

The feasibility study process and the launch of the Trust builds off HNMA's rich history of working in the community and the momentum of the Northeast Area Master Plan (NEAMP) planning process. The NEAMP was adopted in November 2018 and identifies high poverty and unemployment rates; the lack of access to convenient, quality healthcare and integrated care; and a high number of vacant properties as primary drivers of poor health and social outcomes.¹³ The NEAMP charts a course for addressing these challenges and the proposed Groundwork Trust will support the implementation of that vision.

The process for the development of the Plan was heavily informed by local residents as a result of a robust community engagement process. This process included an outreach strategy with bi-lingual mailings; a media plan that worked with a diversity of trusted TV channels, radio stations and newspapers; and intentional leverage of local community groups to inform their members of upcoming meetings and solicit ongoing feedback. Two community liaisons were hired to support this effort. Community meetings included interactive activities such as storyboarding, charrettes, image-based surveys and dot mapping to gather resident voice on assets and challenges, solutions to challenges and feedback on potential projects.¹⁴

HMNA is the co-lead implementation partner for the NEAMP and the majority of the Steering Committee members played a role in the development of the plan. Other partners involved in the creation and implementation of the plan include: The Northeast Economic Development Corporation, Unity with Purpose (with representation from the Douglass/Sumner and Turtle Hill Neighborhood Associations), Wyandotte Economic Development Council, Kansas City Kansas

¹³ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, pages 20-21.

¹⁴ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 70.

HNMA is a member of the Jersey Creek Trail Renovation & Expansion Project, a community-led effort to revitalize the Jersey Creek Greenway. Working closely with partners at NBC Community Development Corporation and YouthBuild KCK, a significant amount of work has already been done to restore portions of the Jersey Creek Greenway and activate the space by installing new play and exercise infrastructure, wayfinding signage, trail signage, and several crime prevention efforts through environmental design measures (i.e. repairing park benches and installing lighting). YouthBuild KCK has been an integral partner in this work by building the new infrastructure for these spaces. To date, HNMA's efforts have primarily focused on physical and aesthetic improvements to the park. The Trust will continue to do this type of work going as well as expand its efforts on the Trail by evaluating neighborhood connectivity to the Jersey Creek Trail.

The proposed Trust will continue to facilitate and advance work with the Unified Government Economic Development Department to review previously completed brownfields projects for lessons learned and successes, including review and analysis of the 2011 Target Area Planning Team (TAPT) Brownfields Project. The Trust will work with the Unified Government Economic Development Department, the One KC Bi-state Brownfields Coalition, and the Environmental Protection Agency Region 7 Brownfields staff and Kansas Department of Health and Environment staff to create a Northeast KCK brownfield inventory, based on the Kansas Department of Health and Environment's existing database. The goal is to identify the best sites to prioritize for future revitalization. This will be accomplished by mapping brownfields sites, seeking community input to prioritize sites for redevelopment efforts and working with the City and other partners to seek funding for redevelopment.

One area of focus for this brownfields mapping will be Jersey Creek and the vacant land surrounding tributaries to the water way. The brownfields inventory will be assembled with community input; residents will be able to submit vacant and underutilized properties as well as parcels with real or perceived risk of contamination to the brownfields inventory. Once the brownfield inventory is established, economic and environmental data will be layered over the map to identify parcels on which the Trust should focus its revitalization efforts. Data layers may include KC Health Core data about environmental pollution and health (e.g. asthma rates), NASA remote sensing data on land temperature and flood risks (pending a partnership with NASA DEVELOP), and demographic and income data from the American Communities Survey/Census. These data layers will provide a more robust understanding of the risks and opportunities around Jersey Creek. The Trust will then work to gain ownership of the highest risk/highest opportunity parcels for environmental interventions and redevelopment efforts. The timeline for land acquisition will mirror the timeline established for the Green Team (see below), which will play an integral role in green space revitalization efforts in Northeast KCK.

The Trust will seek community input to prioritize sites for redevelopment and environmental interventions and will work with the City and other partners to seek funding for said redevelopment, including funding to assess and remediate potential brownfield sites, if necessary. Additionally, in the next year, the Jersey Creek Team is looking to apply for assistance from the National Parks Service's Rivers, Trails and Conservation Assistance (RTCA) program to develop an overall design and vision for Jersey Creek. This goal is to do this in concert with the Public Works Department. The first steps towards the creation of this design plan are: (1) to strengthen the relationship between Public Works Department and the new Trust and (2) to apply for funding for a concept plan, folding in some of the work on brownfields mapping and parcel identification.

An area within the Groundwork Trust service area that is both a Brownfield and cultural jewel in NE KCK is the Quindaro Townsite, a historic, multi-cultural community which supported the underground railroad. The National Park Service's RTCA Program recently began working with the community to develop a comprehensive plan for the redevelopment of the Townsite, and the U.S. Environmental Protection Agency has been assisting with brownfields site assessment. Community interest has been high with many organizations and individuals participating in planning meetings. Key stakeholders include Allen Chapel A.M.E., Freedom Frontier, the United Government, and the Vernon Center. Rachel Jefferson has played an active role in that process and will continue to look for ways for the Groundwork Trust to support ongoing work at the Quindaro Townsite.

The proposed Trust will also lead efforts to intervene at a systems level in which Northeast KCK residents and partners of the Trust will identify policy at a local government level to support environmental interventions and equitable land use. In addition to building and activating recreational spaces, the Trust seeks to advocate for policies that yield decision making power to residents as it relates to how vacant land is used. While Jersey Creek is a clear choice for brownfield revitalization there is a preponderance of vacant land in Northeast KCK. Despite a recent update to the Kansas City land bank policy which removes many avenues for residents to access this land for community benefit and/or revenue generating purposes, HNMA has been working with three neighborhoods in Northeast KCK (Douglass/Sumner, Turtle Hill, and Struggler's Hill/Roots) to identify beneficial uses for vacant land in these communities. This work is funded by Greater Kansas City LISC with the goal of developing pre-development plans that outline community priorities that can be used to negotiate community benefits with developers interested in redeveloping these areas. Ultimately, the Trust hopes to turn redeveloped parcels over to a Community Land Trust, which will hold the land in trust for the Northeast KCK community, preventing potential dislocation from the NE due to these park and green infrastructure improvements ("green gentrification").

2. Equitable development

- a) **Land and housing:** Similar to many communities across the country, Northeast KCK is no stranger to the potential for displacement. Steering Committee members recognize that the time is ripe for conversation and action to act preventively. Conversations with the Unified Government to explore and discuss equitable development strategies that prevent displacement are ongoing. A number of non-profit developers and HNMA partners, including YouthBuild KCK, the Safe and Affordable Housing workgroup created by the 2018 Community Health Improvement Plan, and Community Housing of Wyandotte County (CHWC) are also exploring potential for Community Land Trusts in KCK. Additionally, since July 2019, HNMA has regularly convened a group of housing advocates under the name Northeast KCK Housing Group. This coalition of housing actors aims to identify safe and affordable housing policies and projects to advance equitable development in Northeast KCK.

The Committee recognizes the need to take action to prevent low- and aging residents from being forced out of their family homes, allowing them to age in place with dignity. As such, the Committee explored opportunities for a minor home maintenance program and energy audits for low-income residents. This is a medium to long-term project that will include basic home maintenance (e.g. lawn care, snow removal, gutter cleaning) to ensure residents can age in place with dignity—remaining in their homes even when they are not able to keep up with regular small-scale maintenance, and helping them avoid code violations which could result in their displacement.

- b) **Economic sovereignty:** Redlining and systematic disinvestment have resulted in concentrated poverty and a depleted tax base in KCK. The lack of financial resources at an individual, community, and municipal level have posed significant challenges to revitalization and redevelopment.

By investing in place and people, the KCK Groundwork Trust will provide residents opportunities to gain new skills and invest in their own community. This will support ongoing efforts to increase economic sovereignty in the Northeast KCK community. The proposed Trust will continue operating HNMA's Learn to Earn youth program, which provides a paid internship, workforce development and financial literacy education to youth ages 12-16. This program will feed into the newly established Green Team, which will work with youth 17-21. This paid workforce development opportunity will engage youth in hands-on community projects and education in the areas of civic engagement, public and environmental health and financial literacy.

- c) **Youth development:** HNMA's Learn to Earn program provides financial literacy education, leadership and socio-emotional skill development for youth ages 12-16. This is accomplished through a variety of community-based projects, classroom style learning and internship opportunities. The internship is a paid experience with a non-profit or for-profit partner in Kansas City, Kansas. HNMA currently operates a Spring and Summer cohort of Learn to Earn. As mentioned previously, the proposed Trust will launch a Green Team in the first 1-1.5 years of operation. The current plan is to provide

Learn to Earn youth the opportunity to join the Green Team as they age out of Learn to Earn. The Green Team will engage youth ages 17-21 in environmental education, job training, stewardship, employment, and leadership opportunities. The Trust will continue to explore the potential of these two programs to feed into one another, build off of one another and the potential of the Green Team to mentor the younger youth in the Learn to Earn program.

- d) **Community capacity building:** HNMA is also regularly convening a small group of advocates and stakeholders to review the new land bank policy and recommend revisions that will make the redevelopment process more equitable and more inclusive. These revisions include increased resident involvement in Land Bank processes and reinstating avenues to develop a Community Land Trust in partnership with the Land Bank and the local government.

LISC Section 4 Neighborhood Planning (Washington Blvd. Neighborhoods): In Spring 2019, HNMA received funding from Greater Kansas City LISC to fund a Community Organizer/Connector position at HNMA. This position supports neighborhood capacity building through neighborhood events/trainings, social media supports, and informational resource exchanges in three contiguous Northeast KCK neighborhoods along Washington Boulevard in Kansas City. This position provides expertise around equitable economic development in these neighborhoods including awareness of both current and future opportunities for the installation of safe and affordable housing within these neighborhoods. This individual supports the following LISC priority areas: (1) Land reused and development, (2) Neighborhood engagement and capacity building, and (3) Equitable economic development to ensure residents can age in place with dignity.

3. **Building a healthy community/food sovereignty** – Access to healthy, affordable, and culturally relevant food is an ongoing challenge in Northeast KCK. Through the NEAMP planning process, and HNMA’s ongoing work in the community, the need for community control of local food systems (i.e., production and distribution) is central to the revitalization of Northeast KCK.

The Steering Committee consistently identified ensuring access to healthy foods, building social cohesion, creating opportunities for recreational activities and making



Rachel Jefferson, HNMA Executive Director, in front of the future site of the NE KCK Co-op Grocer. Credit: Architect Magazine, June 2019

improvements to their urban waterways as the primary avenues through which they would be able to promote the health of their community and environment. This aligns with projects identified by the community in the NEAMP. In fact, an early action project the community democratically voted on was the development of a full-service grocery store in Northeast KCK called the Northeast Grocers Co-op.¹⁶

The grocery co-op will be a flagship project of the Trust. The Groundwork Trust will continue HNMA's cooperative grocery store efforts with the support of the MERC Co-op, which is already planning to open on Minnesota Avenue in downtown Kansas City, Kansas, in 2020. The MERC will provide expertise and guidance for Northeast KCK residents as they pursue a co-op grocery store located in their community.

The development of a co-op in Northeast KCK is a multi-year project. This project will provide Northeast KCK with an invaluable jumpstart in managing their own food supply while improving the economic, social, and physical conditions of a key part of Quindaro Boulevard.

Grant funding was used to clean out the building and update the electrical and plumbing. Approximately 165 volunteers committed 476 volunteer hours to cleaning out the building and over 15 tons of trash were hauled away from the project site. A community event in March of 2019 to provide outreach and education around the consumer-owned cooperative grocery store model. This event included presentations by subject matter experts and the Unified Government Planning Department. The event was a success and approximately 70 members of the community attended. HNMA is working with K-State Research and Extension to aggregate the data that was captured during this session and presented that data at a community meeting that took place in September 2019.

Currently, the space is occupied by six public art and information panels designed by Dotte Agency, a HNMA partner at the University of Kansas Department of Architecture, fabricated by YouthBuild KCK, and funded by an American Institute of Architects Design Justice grant. These panels educate visitors to the project site at 1726 Quindaro Blvd about the history of food access in Northeast KCK and double as seating and storage for the site. The installation is called "Holding Space" – reference both to the physical space the installation is holding in advance of the development of the Grocery Co-op and the space it provides for the community to gather.

¹⁶ Northeast Area Master Plan, Kansas City, Kansas. Unified Government of Wyandotte County. November 29, 2018, page 96.

Immediate next steps for the store are to work with PRIDE, the local chapter of the Black Fire Fighters Association, to obtain a lease, which will lead to efforts to activate the space further during the interim planning period. Once a lease is obtained from PRIDE, the Trust will sublease the space to a community organization to create a larger and more developed “holding space” that community groups can use for meetings, community education and other gatherings.

In addition to developing a cooperative grocery store in Northeast KCK, HNMA has become the fiscal sponsor for the Dotte Local Grocer—a mobile food market, which will improve food access for some 43,500 residents in Wyandotte County. Once the Northeast Grocers has been developed, there is a potential for partnership between the NE Grocers and Dotte Local Grocer to create a Northeast Area Food Hub as outlined in the NEAMP.



The Trust will continue HNMA’s support and encouragement of active and healthy living by continuing to activate and promote use of existing community assets such as Heathwood Park within the Jersey Creek Greenway and Parkwood Park. The Trust will continue to administer the Friends of Jersey Creek and Parkwood Park walking clubs. The "Friends of Jersey Creek" Walking Club was started in 2015 to engage residents of the community located near the trail in using the current trail amenities and to canvass those neighborhoods for desired trail improvements. In 2017, HNMA added the Parkwood Park location, for a total of two walking clubs that meet regularly at the Heathwood Park Baseball Diamond or Parkwood Park shelter house on Saturday mornings. Walking journals and pedometers are provided. These clubs encourage residents of the community to use Northeast KCK’s existing trail structures and advocate for desired park and trail improvements.

Please see attachment E, “Matrix of Place-Based Projects & Program Development” for an overview of all programs and projects identified within each of these program areas. This matrix was developed during the July 16th Steering Committee meeting during an activity that asked all members to review existing HMNA programs and projects and consider where there is room for expansion to meet community need. This matrix is refined in attachment “F”, “Project and Program Launch Strategy”, which offers a brief description of the projects and programs and how expanding project and programs will roll out. This matrix also identifies each program or project as a “short, medium or long-term” activity. Other projects and programs in Attachment E will be considered on a longer-term basis and are not currently the focus of HNMA or the early-action projects and programs for the new KCK Trust.

IV. Organization Management

Board of Directors

There are currently eleven members serving on the HNMA Board. The current HNMA Board of Directors will transition into the new Groundwork Trust Board of Directors. Two HNMA board members have been playing an active role on the Steering Committee. The remainder of the Board has been kept up to date on the feasibility study by Rachel, Synthia, and board members participating on the Steering Committee during and between their monthly board meetings.

During the fourth Steering Committee meeting in September 2019, the Committee reviewed the primary responsibilities of the Board, which includes, (1) general fiduciary oversight, (2) accountability and support for Executive Director, (3) providing guidance and input into large decisions – entering into MOUs, larger purchases, etc. (4) planning and executing annual meeting and an annual fundraiser and (5) updating organizational policies and procedures.

All board members and elected officers on the HNMA Board will remain in their positions until the end of their existing terms as defined in the HNMA by-laws. Elected officials include a president, vice-president, secretary and treasurer.

During the launch period, there will be three major tasks to be accomplished that relate to the Board. The first will be to review and update existing by-laws. Stacey has agreed to solicit examples of by-laws from established Groundwork Trusts to share with Rachel and the team. The second major task will be to add two new board members. At the end of 2019, there will be an opportunity to add two additional board members as previous Board members’ terms expire. This will serve as an opportunity to analyze existing skills and expertise of the current Board and identify gaps. This is particularly good timing as the Trust will be formally launching at this time. At the September meeting, the Committee engaged in an exercise to review the current board’s experience, skills and expertise and identify gaps.

Below is a list of the members, their affiliation and the skills they bring to the Board:

Board Member Name	Organizational Affiliation	Skills/Area of Expertise
Enora Q Tellis Jefferson , President	Retired-Manager, National Technical Design Center- AT&T	Communications, Civic engagement, Community engagement, Fundraising, Policy, Marketing, Technical Support
Lynnette Booker , Vice President	Retired- Licensed Social Worker- Kansas Department of Children and Families	Fundraising, Event planning, Adult & Juvenile Family Services,
Ronald Cobb , Treasurer	Retired- Kansas City Kansas Housing Authority	Fundraising, Fiscal management, Precise analytical strategizing
Adrienne Showalter-Matlock , Secretary	PhD Candidate in Sociology at the University of Kansas/ Housing Stabilization Coordinator at	Housing, Fundraising, Policy, Research, Action-oriented, Fierce passion for equitable development and social justice

	Metro Lutheran Ministry's Grace Homes	
James Echols	CEO, Renaissance Management & Training Solutions	Human Resources, Business, Fundraising, Management Experience, Military and Political experience, Diversity and Inclusive consulting
Ruth Jones	Executive Director, Wyandotte County Area Agency on Aging	Process & People management
Regina Casares	Employment Services Coordinator, Economic Opportunity Foundation	Economic Opportunity, Fundraising, Task-oriented, Community engagement, Relationship management with residents across socio-economic spectrums
Chiquita Miller	K-State Extension Agent, Family Life & Communications, Budgeting Parenting, Job Ready Skills	Fundraising, Policy, Education, Organizational management, Matching needs with resources
Jonathan Westbrook	Patrol Officer, Kansas City, Kansas Police Department	Public Safety, Law enforcement experience, Out-of-the-box thinking, Practical on-the-ground reality checks.
Erin Bopp	Community Coordinator, Bridging the Gap	Environmental Stewardship, Event Planning, Passion for social justice and equitable development
Gregory King	Retired- Director of the Kansas City Fair Housing Enforcement Office Program Center	Legal and Financial expertise, HUD advice, Analytical skills, How-to know-how (negotiate, etc.)

After a facilitated group discussion, the following skills were identified as gaps in expertise on the current board of directors. These skills should be considered when attracting future board members.

- Finance/accounting
- Law - there is an attorney currently serving on this board. Rachel notes that this person has been extremely valuable and can see the need for another board member with this background.
- Evaluation and data
- Grant writing
- Human Resources

New board members will be recruited primarily by invitation and recommendations from close partners and existing board members. Invitations will be based on skillsets and experience needed on the board.

The third major task that will be accomplished during the Trust launch phase will be the development and establishment of an Advisory Council. At the fifth and final Steering Committee meeting in October 2019, the Committee was reintroduced to the idea of serving as participants on a Groundwork NRG Advisory Council. The Advisory Council will have four committees: (1) Youth Development, (2) Economic Opportunity, (3) Northeast KCK Housing and (4) Environmental Stewardship.

The goal will be for the Groundwork Trust staff to coordinate these committees to ensure ad support efforts for this Council to be an active, working group. It will also provide the opportunity for deep interaction between Trust staff and members of the Advisory Council. It is envisioned that these Committees will be staffed as follows:

- **Youth Development** to be coordinated by the Youth Program Coordinator/Green Team Coordinator.
- **Economic Opportunity** to be coordinated by the Economic Development and Sustainability Coordinator.
- **Northeast KCK Housing** to be coordinated by the Economic Development and Sustainability Coordinator/Housing policy Coordinator (IF HPI Coordinator is funded) Environmental Stewardship could be coordinated by the Green Team Coordinator

Through group discussion, the Steering Committee came to the following preliminary commitments and responsibilities of Advisory Council members:

- Meet quarterly as a group for two hours – roughly one hour to be spent as a full Council and one hour in committees.
- Provide support to the Groundwork Trust, as needed, in between quarterly meetings if a member’s given area of expertise lends itself to a project, program or activity the Trust is working on.
- Play an active and engaging role as a council member – contribute during and in between meetings, respect and view meetings as constructive and an opportunity to “get things done”.

All Committee members were invited to join the Council. All 15 members in attendance agreed to join the Council and expressed interest in an Advisory Council Committees. For those who could not attend, Synthia will be reaching out with an invitation.

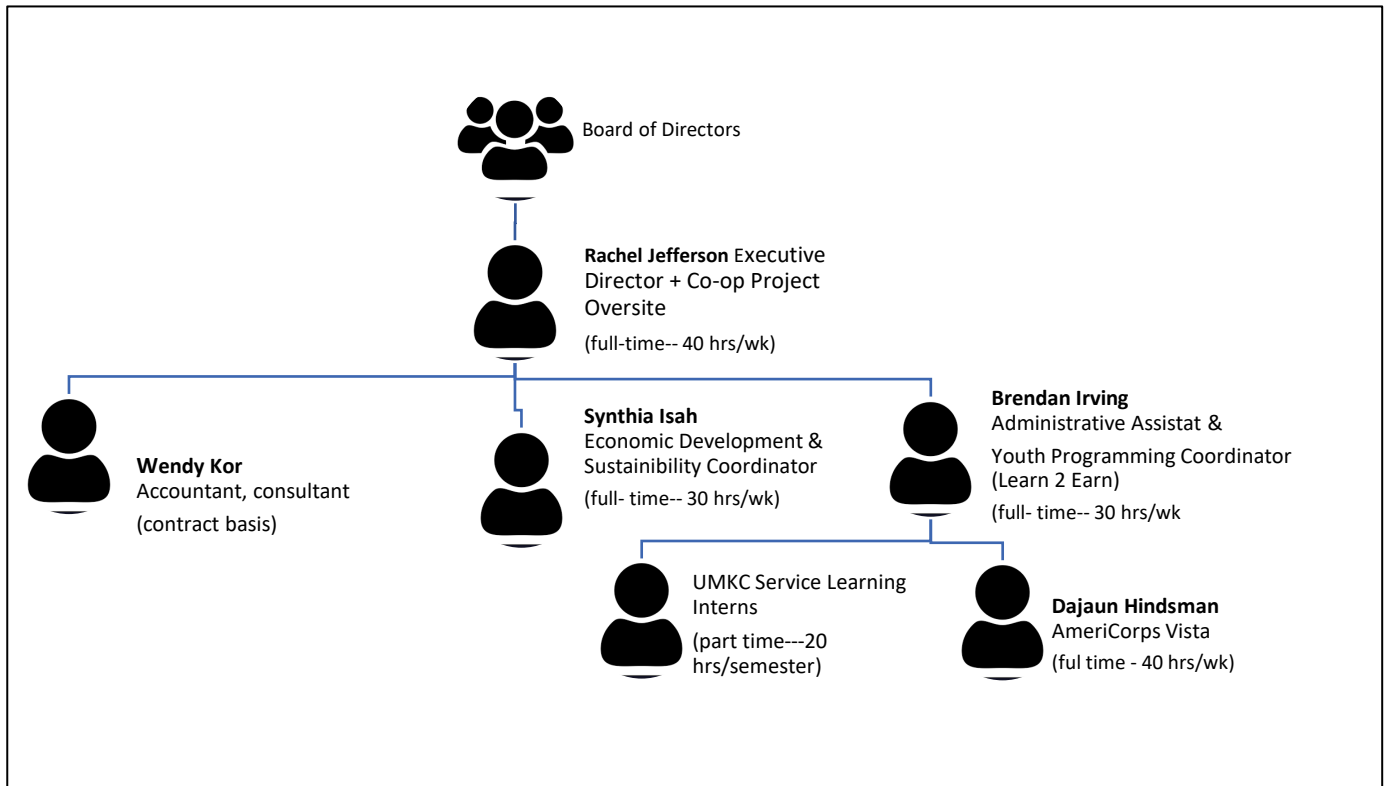
Finalized roles, responsibilities, meeting frequency and structure will be developed during the first three months of 2020.

Staffing

The existing staffing structure of HNMA will remain in place as the organization transitions to a Groundwork Trust. This includes three full-time employees and two UMKC service learning interns per semester. Throughout the year, the organization hires temporary and seasonal

employees including a youth facilitator, a walking club coordinator and a number of youth participants. All of these staff members will transition to Groundwork Trust staff and remain in their current roles (see below for current organization chart and Attachment I, *HNMA Executive Director Biography*).

HNMA Current Organizational Structure



An employee working thirty (30) hours per week is benefits eligible employee. HNMA will continue to offer the same benefits (i.e. vacation, sick/personal time, healthcare and dental benefits, etc.) as the organization transitions into a Trust.

In advance of the Steering Committee meeting focused on addressing staffing structure, Rachel and Synthia identified a need to add two additional staff positions, a Green Team Coordinator and a Northeast Grocer Co-Op Manager. They wanted to bring these ideas to the Steering Committee to brainstorm the most appropriate areas for staffing growth within the first 18 months of launching the Trust. Rachel and Synthia also identified the following skills needed to fulfill these positions to aid this discussion:

General Skills for both:

- Basic computer skills (Word processing, Email, etc.)
- Timeliness
- Communication skills

Green Team Coordinator

- Environmental and social justice education
- Leadership skills
- Organization and planning skills
- Family engagement skills
- Community Organizing
- Trauma Stewardship

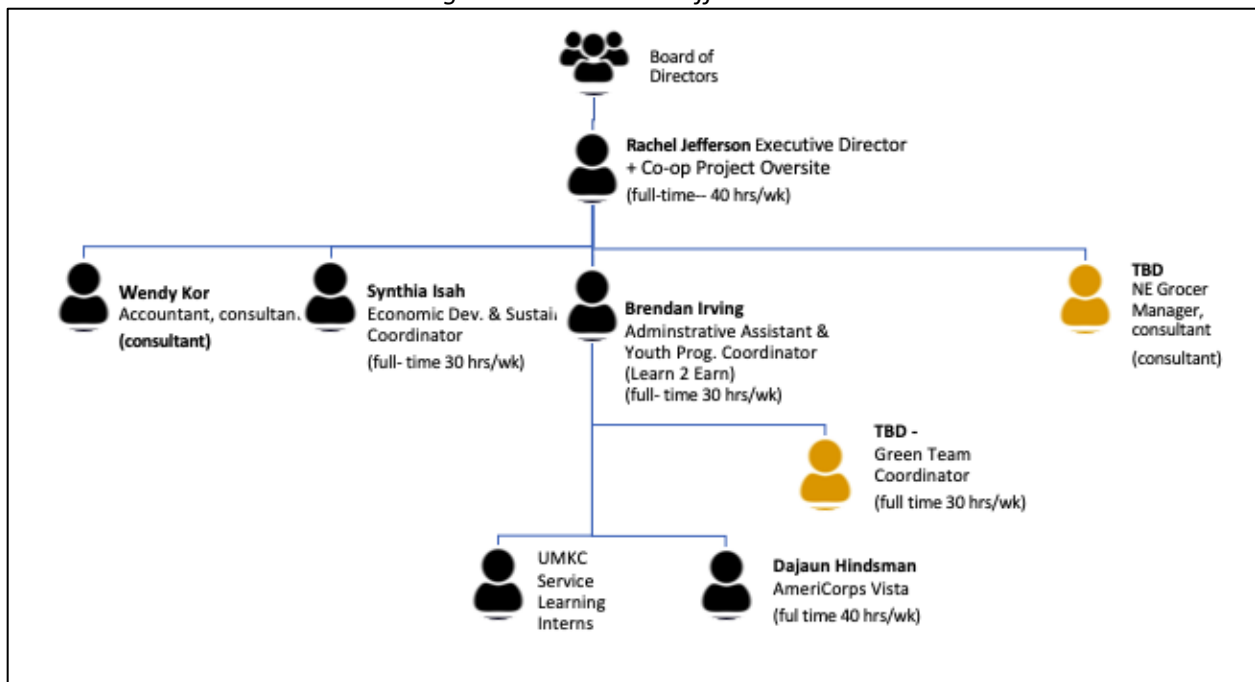
NE Grocer Co-Op Manager

- Ability to coordinate visioning, talent acquisition, co-op development, etc. with regards to the start up to the Co-op
- Business plan development
- Ability to oversee site development
- Community Organizing
- Organizational and planning skills

Per a discussion and guidance from the Steering Committee and the HNMA Board of Directors, it was ultimately decided that one additional staff member (a full-time Green Team Coordinator) will be added as HNMA transitions into a Trust. The Trust will also release a RFP for a Northeast Grocers consultant. In the long-term, an operations manager will be hired to support Rachel in day-to-day operations, administration staff supervision.

Proposed Groundwork Trust Organizational Structure

**gold denotes new staff members*



The goal is to hire the new Trust staff member and consultant and restructure during the first four to six months of operations. The first three months will be used to: finalize the restructure, draft and circulate job descriptions, review resumes and interview candidates. To recruit staff, job descriptions will be posted and social media platforms used for outreach. The new Trust will also explore using platforms like Nonprofit Connect and LinkedIn. Job descriptions will also be sent to partners for recommendations and/or nominations.

The proposed staffing structure contemplates the new team members being supervised by the Executive Director. The goal is to revisit this structure during the hiring process to transition the supervision of the Green Team coordinator to the youth programs coordinator. Capacity building measures have been taken to ensure the youth program coordinator is prepared for a more robust supervisory role. In October 2019, the youth programs coordinator attended a management training at the Management Center. The Management Center helps leaders in social justice organizations improve the structure and function of their organizations, consequently increasing their efficiency. The center offers intensive hands-on coaching as well as management training courses to provide practical advice and tools to Executive Directors and their senior leadership teams. Rachel Jefferson also attended a training offered through the Management Center in September 2019 and plans to attend another in 2020.

V. Fiscal Management & Budgeting

Day-to-day fiscal oversight of the Trust will primarily fall to the Executive Director and accountant. This includes but is not limited to, grant management, financial reporting, IRS non-profit filing requirements (Form 990), annual audits and annual reporting. The organization will keep all of their financial management practices in place, including use of QuickBooks. Programming staff will be responsible for data collection for their respective programs for grant development and reporting and Groundwork performance measures.

Support and general oversight such as approving annual budgets, reviewing quarterly budget reports, reviewing large purchases, entering into major contracts, receiving the annual Form 990, and providing general operational oversight will be the Board of Directors' responsibility.

Organizational Budget

Below is a three-year budget projected for the initial years of the Trust's operations. On the revenue side, this includes committed and new funding sources the Trust would seek. It also includes predicted new expenses such as an increase in personnel and direct expenses such as renovations for the Northeast Grocer Co-Op. The HNMA Board of Directors approved the 2020 budget on November 8, 2019.

Groundwork NRG Three Year Budget Projection

	2020	2021	2022
Prior Year	\$136,083	\$150,052	\$134,516
Income			
Direct Public Support			
General Contracts	\$111,250	\$56,750	\$31,750
Government Contracts	\$27,500	\$27,500	\$27,500
Government Grant	\$64,500	\$64,500	\$49,000
Foundation Grants	\$162,470	\$162,470	\$112,470
Individ, Business Contributions			
Total Direct Public Support	\$501,803	\$461,272	\$355,236
Program Income			
Sponsorship			
Memberships	\$500	\$500	\$500
Contracts			
Total Program Income	\$500	\$500	\$500
In-Kind	\$38,270	\$38,270	\$38,270
Total Income	\$540,573	\$500,042	\$394,006
Expense			
Business Expenses			
Benefits	\$20,916	\$22,921	\$21,700
Total Business Expenses	\$20,916	\$22,921	\$21,700
Contract Services			
Accounting Fees	\$8,368	\$8,424	\$8,424
Outside Contract Services	\$86,350	\$53,600	\$18,600
Web Maintenance	\$500	\$500	\$500
Total Contract Services	\$95,218	\$62,524	\$27,524
Facilities and Equipment			
Equip Rental and Maintenance			
Facilities Rental	\$26,333	\$26,333	\$26,333
Facilities and Equipment - Other	\$1,000	\$1,000	\$1,000
Total Facilities and Equipment	\$27,333	\$27,333	\$27,333
Operations			
Business Registration Fees	\$100	\$100	\$100

Payroll Service			
Postage, Mailing Service	\$250	\$250	\$250
Printing and Copying	\$1,000	\$1,000	\$1,000
Supplies	\$1,650	\$1,150	\$1,150
Telephone, Telecommunications	\$800	\$800	\$800
Total Operations	\$3,800	\$3,300	\$3,300
Other Types of Expenses			
Advertising Expenses			
Insurance - Liability, D and O	\$1,031	\$1,051	\$1,072
Insurance_ Business & Workmans	\$979	\$999	\$1,018
Payments to Affiliates	\$9,833	\$2,847	\$2,847
Participant Stipends	\$12,000	\$10,000	\$10,000
Total Other Types of Expenses	\$23,843	\$14,897	\$14,937
Payroll Expenses			
Payroll Taxes	\$13,203	\$14,038	\$13,203
SUTA			
Payroll Expenses - Salaries	\$184,070	\$194,991	\$184,071
Total Payroll Expenses	\$197,273	\$209,029	\$197,274
Travel and Meetings			
Community Event	\$3,765	\$1,754	\$1,754
Conference, Convention, Meeting	\$300	\$300	\$300
Program Events	\$1,300	\$1,300	\$1,300
Program Meals	\$4,750	\$4,750	\$4,750
Program Transportation	\$5,000	\$5,000	\$5,000
Travel	\$7,023	\$12,418	\$27,193
Total Travel and Meetings	\$22,138	\$25,522	\$40,297
Total Expense	\$390,520	\$365,526	\$332,365
Net Income	\$150,052	\$134,516	\$61,641

VI. Funding and Resource Development

With an existing operational budget and existing relationships with the local government, community foundations and other funders, the new Trust is on strong footing with regard to funding and resource development. Rachel and the team will continue to invest in these relationships while utilizing their network to develop new relationships. A member of the existing team at HNMA was recently trained in grant writing through an EPA Federal Grant Writing workshop to support Rachel in resource development.

The new Trust will receive seed funding from the National Park Service and the Environmental Protection Agency totaling \$190,000.00 (\$90,000 for Trust launch in the first year and the

remainder for capacity building support that will be dispersed over the next 3 years of operation). The Trust has already secured the required matching funding commitments from local government, \$35,000 per year, and from a private entity, Health Forward Foundation (formerly Health Care Foundation), \$17,500 per year for two years, exceeding the match requirement by \$7,500 per year. The Foundation is likely to fund the third year of the required funding commitment, but typically provides funding in one to two-year increments and will revisit the commitment during the second year. Both commitments are in writing and will be received at the time the Trust officially launches. Rachel and Synthia have kept both organizations up to date on the progress of the development of the Trust.

See attachments separate to this document (1) *Unified Government Letter of Commitment* and (2) *Health Forward Foundation Letter of Commitment*.

Existing Funders and Fundraisers

Current funders of HNMA projects and programs include:

- Unified Government -- Neighborhood Business and Revitalization Funding (contract) UG Health Department (In-kind for VISTA)
- Health Forward Foundation UG Planning (seed funding for NE grocers)
- Sunflower Foundation Livable Neighborhoods
- Kansas Health Foundation UG Parks and Rec
- Hollywood Casino Fund (L2E) National Organization of Minority Architects (project based, completed in 2019)
- Board of Public Utilities American Institute of Architects (project based, completed in 2019)
- LISC Section 4 Community Health Council of Wyandotte County
- KU Center for Research & Development
- Wyandotte Health Foundation
- Community Health Council
- KU Med
- Clean Air Now

The Trust will also carry forward HNMA’s annual chili cook-off fundraiser, an 8-year tradition. This year, HNMA sold 200 tickets to the event, and was able to secure several corporate sponsors, including: the MERC Co-op, Moreno Family Dentistry, Kansas City Kansas Community College, David Showalter, and the Community Health Council of Wyandotte County. The 2019 event was the first year HNMA received a small profit from the event! The cook-off is usually held in spring and the next fundraiser will likely be held in March 2020.

Potential Future Funders

The Steering Committee developed a robust list of potential funders and, in some cases, members identified points of contacts at each entity that Rachel can follow up with or offered to make connections themselves.

Foundations:

- Hall Family Foundation
- Block Family Foundation
- UHAUL Foundation
- American Century Investments Foundation
- Sunderland Foundation
- Kresge Foundation
- Nathan Cummings Foundation
- Surdna Foundation
- WK Kellogg Foundations
- IFF
- The Conservation Fund, Parks with a Purpose
- Local Bank Foundations

The Trust will continue to develop existing relationships and partnerships with funders while also reaching out and building relationships with the above organizations identified as potential funders. This includes attending networking events and following up with Steering Committee members who are connected to these potential funders. The Trust will aim to identify ten grants to apply for and ultimately submit five to six applications within the first year of operations. Recent funding has been obtained to hire a consultant grant writer at 13 hours/month.

This grant writer will also support Rachel in building out a fundraising strategy for the near and long term. Near term objectives include identifying which funders will be appropriate to cultivate for existing and near-term new projects and programs. This includes an expansion of the youth program and continued work on the Jersey Creek Greenway.

In addition to foundation support, the new Trust will look to continue and expand their relationship with the local government. HNMA currently receives funding as a Neighborhood Business Revitalization organization and is seeking opportunities to expand the ways in which they partner with the City and identify projects that could be tackled jointly. There may be opportunity to seek funding in partnership with the local government for development of a brownfields inventory and future redevelopment.

A final area of fundraising the organization will seek to increase is individual business contributions and fee for service work. These are long-term fundraising strategies. HNMA has experience in attracting corporate sponsors for their annual fundraisers and will consider how funding opportunities like this might translate to program specific work. As the organization seeks to expand youth programming opportunities and deepen partnerships with organizations such as YouthBuild, HNMA will explore the potential to engage in fee-for-service work. The Groundwork Network has experienced a significant growth in fee-for-service work over the past couple of years. Stacey has shared some presentation materials on this work across the Network and connected Rachel with Groundwork Ohio River Valley.

Similar to any healthy organization, HNMA seeks to achieve and maintain a diversity of funding streams. This transition to a Groundwork Trust represents significant growth for the

organization – programmatically and organizationally – and presents a good opportunity to take a close look at how the organization can increase and diversify their funding efforts.

VII. Launch Strategy The final few Steering Committee meetings contemplated a launch strategy for the first eighteen months of operation. Attachment G, “Planning: 18-Month Launch Strategy Plan”, shows an overview of the launch strategy in key areas, including organizational operations, staffing, major project and programs and resources/development.

To supplement this broad overview, the chart below provides specific details on initial key tasks that will be required to transition from HNMA to a Groundwork Trust.

Transitioning from HNMA to a Groundwork Trust: Initial Key Tasks

Objective	Activity	Timeframe	Responsible Party
Formally join the Groundwork Network	Sign memorandum of understanding with Groundwork USA that outlines standards of Network operations.	January 2020	<i>Groundwork USA</i> – Stacey Moran and Board President, Heather McMann <i>HNMA</i> – Rachel Jefferson (will share with board of directors to formally transition them to a Groundwork board)
Announce the Trust to the broader public.	Hold official public launch event to announce the establishment of a Groundwork Trust in KCK.	January 2019	Rachel Jefferson, Synthia Isah and HNMA/Trust Board of Directors, dependent on December 4 th Groundwork vote yes Stacey Moran to support planning
Build Trust’s initial funding base	Obtain funding commitment from local government and Health Forward Foundation.	October 2019 - December 2019	Rachel Jefferson
Incorporate with State	NA – HNMA is an existing nonprofit in the state of Kansas.	NA	NA

Formally change name of organization	Amend Articles of Incorporation with state of Kansas. Alert IRS of name change when filing next 990.	Articles of Incorporation: Late December 2019 – mid January 2020 Next annual 990 filing due May 2020	Rachel Jefferson
Obtain 501c3 status	NA – HMNA is already a recognized 501c3.	NA	Rachel Jefferson
Recruit two new board of directors	Build an active Board of Directors	January 2020	Rachel Jefferson and Trust Board of Directors
Build Advisory Council	Establish final roles and responsibilities for Advisory Council and roll out meeting schedule	Late January/Early February 2020	
Review and update all board documents to reflect transition to Trust	Update board of directors’ by-laws	Late January 2020	Rachel Jefferson and Trust Board of Directors
Hire an Executive Director	NA - HMNA Executive Director will be the Executive Director of the new Trust	NA	NA
Obtain office space	NA - The Trust will continue to operate out of HMNA office space	NA	NA
Officially launch Trust from a marketing perspective	Transition HMNA website to Groundwork branded website.	January – February 2020	Rachel Jefferson, Dajaun Hindsman & Synthia
Implement fundraising strategy	Identify 10 funding opportunities that align with Trust mission and goals. Submit 5-6 grant applications. Follow up on funder relationships identified	January 2020 – December 2020	Rachel Jefferson, Consultant grant writer, & Synthia

	in Sept. 2019 Steering Committee meeting		
Implement programming and project strategy	<p><i>Co-op:</i></p> <ul style="list-style-type: none"> • Arrange lease with PRIDE/Black Fire Fighters Association <p><i>Green Team:</i></p> <ul style="list-style-type: none"> • Continue to run existing Learn to Earn youth program and contemplate how the two build off one another. • Develop Green Team program and brand, recruit and launch program 	<p><i>Co-op:</i></p> <ul style="list-style-type: none"> • Lease –January 2020 • Space activation – Current & Ongoing <p><i>Green Team:</i></p> <ul style="list-style-type: none"> • Learn to Earn continuation, preliminary GT planning – December 2019-March 2020 • GT development/branding: June 2020- August 2020 • GT recruitment: September 2020 (looking for funding to support GT candidates) • Launch: January 2021 (tentative) 	Rachel Jefferson, Brendan Irving and new youth programs coordinator (TBD)
Implement new staffing structure	<p>Confirm new staffing structure.</p> <p>Recruit and hire new staff</p>	December 2019 – May 2020	Rachel Jefferson, Trust Board of Directors

As the Trust transitions from the feasibility study phase to an official launch, existing partners and the development of new partnerships will be important. The new Trust is in a fortunate position: HNMA has a strong reputation among non-profits, local government and private institutions in the community. Rachel Jefferson is an extremely well connected and highly respected leader in her community. She will be honored on November 15, 2019 with a Greater Kansas City LISC Community Champion award. This has paved a path of strong, reliable and supportive partnerships.

In addition to supporting the organization by playing an active role on the Advisory Council, Synthia and Rachel wanted to ensure the Steering Committee members saw a role for their

organizations in the establishment of the Trust. During the August 2019 Steering Committee, members were asked to think about their roles and work in their respective organizations and consider how they may partner with a new Trust in KCK. Partners were then asked to determine the nature of their collaboration with the new Trust—be it in a networking, cooperating, partnering or collaborating capacity. To ground this conversation in a way that resulted in actionable steps, the Committee was asked to think about their role within the two key initial programs (1) expansion of their youth programs by developing a Green Team and (2) Development of the NE Co-Op Grocer.

Below is a list of identified partners for each program area. For a more detailed review of partners and roles see attachment H, “Partnerships and Roles for Green Team and NE Co-Op”. For a list of partners for potential programs and projects, see attachment F, “Project and Program Launch Strategy.

Green Team Partners

- *El Centro*: educational, social and economic services for Hispanic families in KCK
- *YouthBuild KCK*: alternative education pathways, project-based high school
- *Wyandotte Behavioral Health Network*: community behavioral health provider
- Unified Government Economic Development Department: promotes and strengthens Wyandotte County’s and Kansas City, KS’ economy
- *Kerry Herndon*, former environmental scientist: environmental education
- *Heather Passchier, National Park Service*: community planning, trail planning and building
- *BHC Rhodes*: engineering firm, intern partner
- *LISC*: community development and planning
- *Bridging the Gap*: environmental education through tree planting and volunteer action

Northeast Grocers Co-op Partners

- *El Centro*: educational, social and economic services for Hispanic families in KCK
- *Wyandotte Economic Development Council*: promotes and strengthens Wyandotte County’s economy
- *Environmental Protection Agency*: region 7 brownfields office
- *Dotte Local Grocers Inc.*: HNMA fiscal sponsorship, collaboration on NE Area Food Hub
- *University of Missouri Center for Economic Information*: data management and mapping support
- *Pam Jasinkas*: local resident with expertise in community education
- *YouthBuild KCK*: Site remodeling

This conversation about partnership development builds off numerous conversations that identified the roles a partner can play that are highlighted throughout this study document.

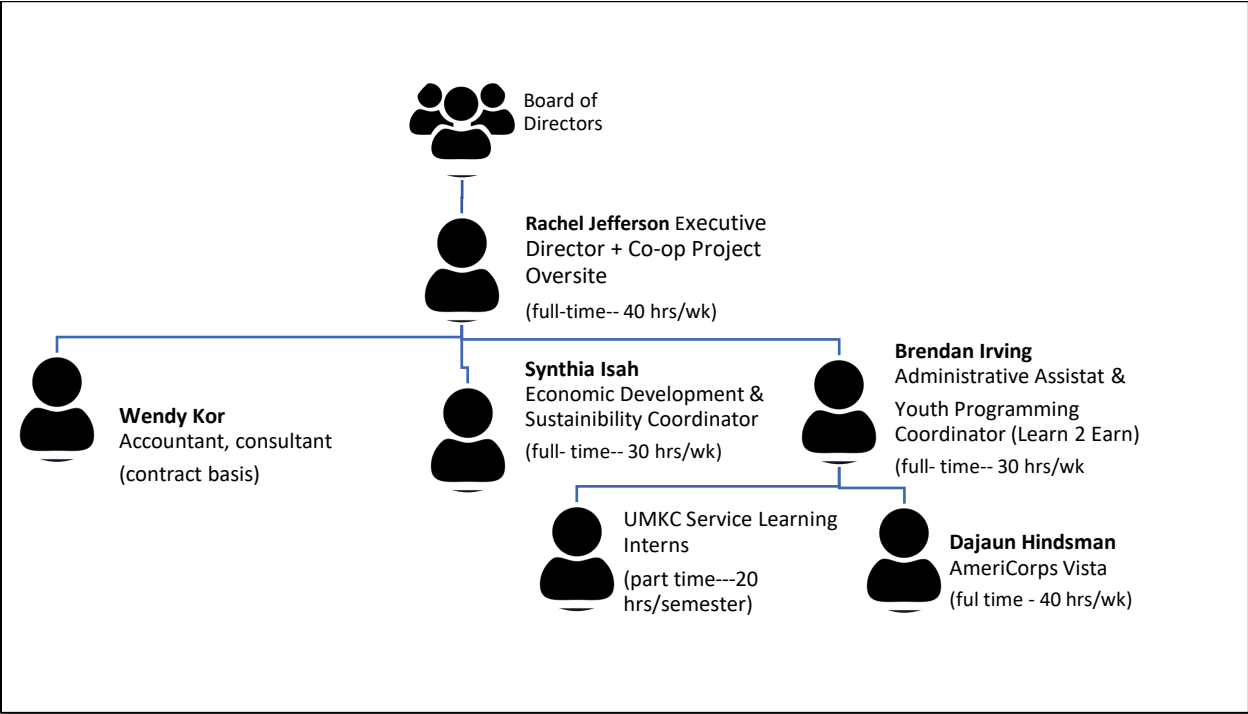
VIII. Closing

This Feasibility Study was sent by email to all nineteen Steering Committee members listed on page five for review and approval. All members were asked to vote whether or not to approve the Study as written and proceed with the establishment of a Groundwork Trust in Kansas City. There were 16 responses (84% response rate). Of the 16 members who responded, all 16 voted “yes” to approve the Study and proceed with the development of a Trust in Kansas City.

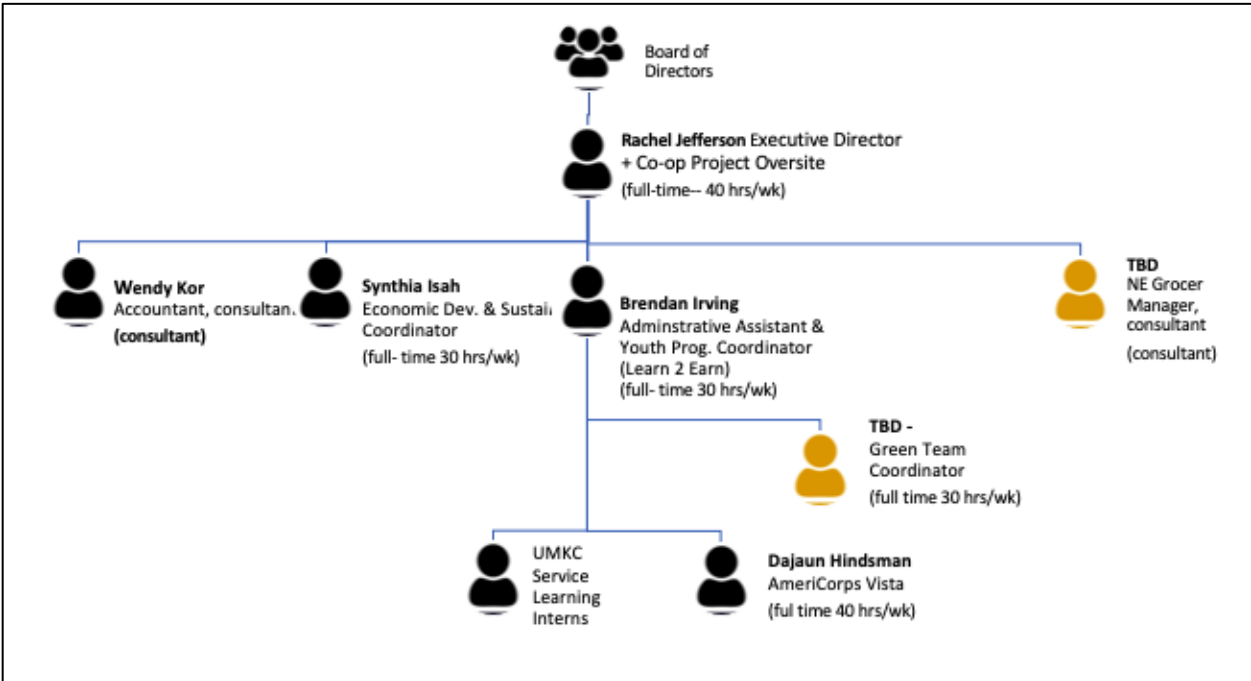
The vote to approve this Feasibility Study and establish a Groundwork Trust, coupled with committee members’ interest in continued support for the Trust and an abundance of support from local partners, serves as a capstone to a successful and productive feasibility study. Groundwork USA has truly enjoyed working alongside Rachel Jefferson, Synthia Isah, the Steering Committee members and the many partners in Kansas City. We are excited about the opportunities that lie ahead and the many skills and energy the group in Kansas City will bring to the Groundwork Network.

ATTACHMENT A: Groundwork KCK Current and Proposed Staffing Structure

Current HNMA Organizational Structure



Proposed Trust Organizational Structure



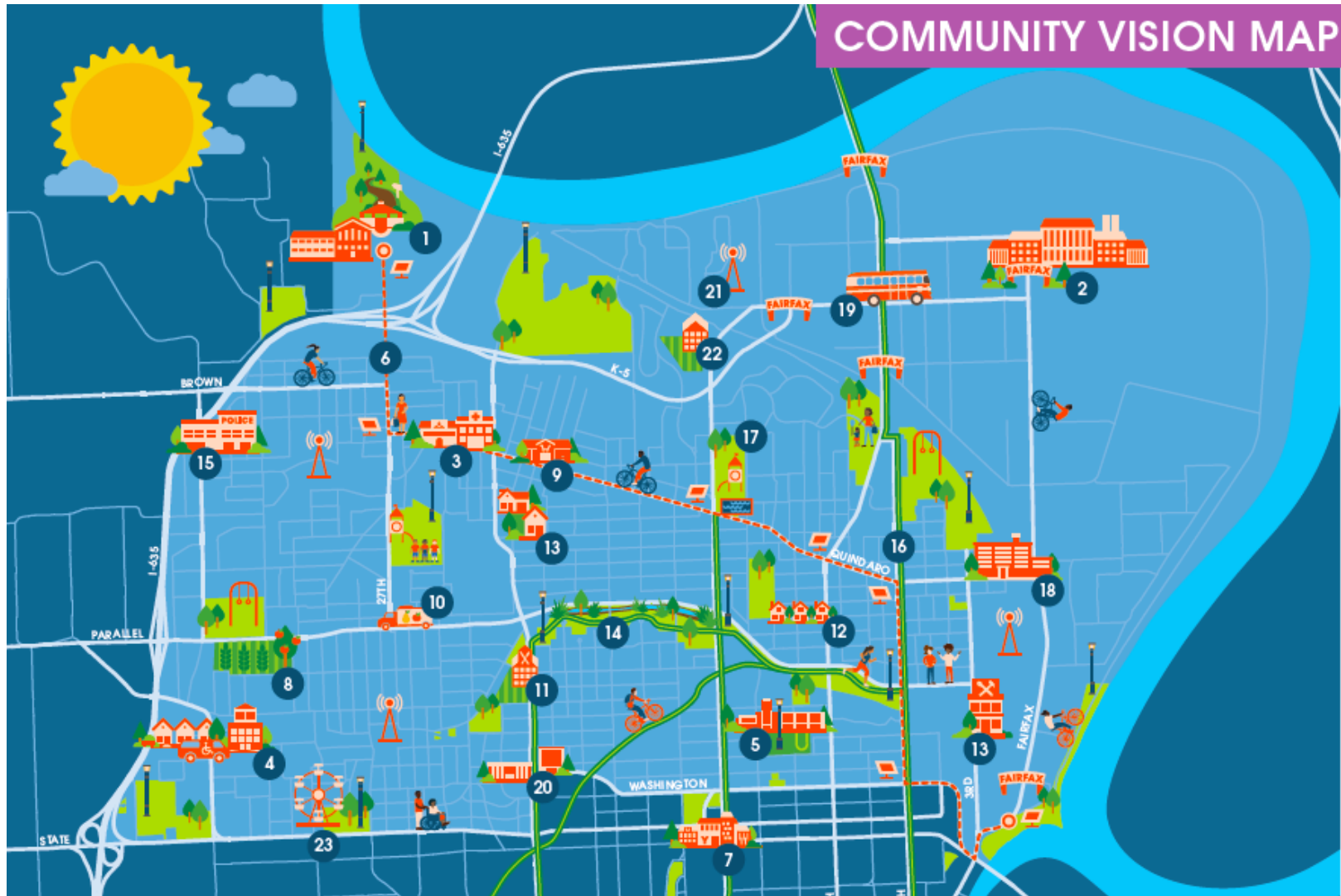
ATTACHMENT B: HNMA Board of Directors

If the Northeast KCK Steering Committee votes to go forward with the transition from HNMA to Groundwork NRG, the HNMA Board will become with Groundwork NRG board, pending two new board members to fill vacancies opening up at the end of 2019.

Board Member Name	Organizational Affiliation	Date Joined Board/Date Term Expires
Elnora Q Tellis Jefferson , President	Retired-Manager, National Technical Design Center- AT&T	Term Start: 2017 Term End: 2019
Lynnette Booker , Vice President	Retired- Licensed Social Worker-Kansas Department of Children and Families	Term Start: 2017 Term End: 2019
Ronald Cobb , Treasurer	Retired- Kansas City Kansas Housing Authority	Term Start: 2017 Term End: 2019
Adrienne Showalter-Matlock , Secretary	PhD Candidate in Sociology at the University of Kansas/ Housing Stabilization Coordinator at Metro Lutheran Ministry's Grace Homes	Term Start: 2018 Term End: 2020
James Echols	CEO, Renaissance Management & Training Solutions	Term Start: 2017 Term End: 2019
Ruth Jones	Executive Director, Wyandotte County Area Agency on Aging	Term Start: 2017 Term End: 2019
Regina Casares	Employment Services Coordinator, Economic Opportunity Foundation	Term Start: 2018 Term End: 2020
Chiquita Miller	K-State Extension Agent, Family Life & Communications, Budgeting Parenting, Job Ready Skills	Term Start: 2018 Term End: 2020
Jonathan Westbrook	Patrol Officer, Kansas City, Kansas Police Department	Term Start: 2018 Term End: 2020
Erin Bopp	Community Coordinator, Bridging the Gap	Term Start: 2018 Term End: 2020
Gregory King	Retired- Director of the Kansas City Fair Housing Enforcement Office Program Center	Term Start: 2019 Term End: 2021

ATTACHMENT C, Community Vision Map (1 of 2)

A vision for the Northeast KCK area developed by residents for the Northeast Area Master Plan. See next page for key.



ATTACHMENT C, continued Community Vision Map (2 of 2)

A Rich History

- 1 Quindaro Townsite Reinvestment
- 2 Fairfax District Branding
- 3 Vacant Building Reuse
- 4 Senior Housing & Services
- 5 Sumner High School Museum
- 6 Northeast Historical Markers & Tour

A Food Hub

- 7 Downtown Grocery & Community Center
- 8 Community Gardens & Farms
- 9 Northeast Grocery Store
- 10 Mobile Food Market
- 11 Restaurant & Food Business Incubator

A Healthy Community

- 12 Home Repair Program
- 13 YouthBuild Expansion & Model Block
- 14 Jersey Creek Restoration
- 15 Northeast Police Substation
- 16 KCK Greenway Urban Trail System
- 17 Implement Parks Master Plan & Expand Park Programming

An Expanded Economy

- 18 Fairfax Job Training Program
- 19 Improved Access to Job Centers
- 20 Focused Retail & Service Nodes
- 21 Bridge the Connectivity Gap
- 22 Business Incubator & Entrepreneurship Center
- 23 Tourism & Entertainment Committee

ATTACHMENT D, Community Asset Map (1 of 2)

During the Northeast Area Master Planning process, residents identified and mapped some of their favorite places in the community.



ATTACHMENT D, Community Asset Map (2 of 2)



- **Parks**
- **Churches**
- **Schools & Daycares**
- **Restaurants**
- **Recreation Facilities**
 - Adrien Roberson Athletic Field
 - Big 11 Lake
 - Parkwood Pool
- **Community Gardens/Urban Farms**
 - Isaac Eugene Jefferson (IEJ) Farms
 - Juniper Gardens Training Farm
 - Strugglers Hill Neighborhood Garden
- **Historic Assets**
 - John Brown statue
 - Quindaro Town Site
 - Old Quindaro Museum
 - Turtle Hill
 - Strawberry Hill
 - Call and Donald Sewing Building
 - Memorial Park Cemetery
 - Quindaro Cemetery
 - Mt. Calvary Cemetery
 - Woodlawn Cemetery
 - Oak Grove Cemetery
- **Community Facilities**
 - 8th Street YMCA
 - Beatrice L. Lee Community Center
 - Boys and Girls Club
 - Breidenthal Youth and Family Community Center
 - KCK Public Library
 - Quindaro Community Center
 - Vernon Multi-Purpose Center

ATTACHMENT E, Matrix of Place-Based Projects & Program Development

Below is a chart of existing programs and projects operated by HNMA that will be carried forward by the Trust and potential areas for growth – “new projects and programs or expansion on existing work”. As identified in the launch strategy, two of these programs/projects – Green Team and NE Grocer Co-op – will be carried forward within the first 18 months of launching. The remainder will be reviewed, assessed for feasibility and if appropriate, developed. The new projects or programs were identified through group discussion at the July 2019 Steering Committee meeting. See Attachment F, “Project and Program Launch Strategy, for more information.

ACTION AREAS	CULTURAL IDENTITY & BELONGING	FOOD SOVEREIGNTY	ECONOMIC SOVEREIGNTY	ENVIRONMENTAL SOVEREIGNTY
NEEDS & GAPS	<ul style="list-style-type: none"> • More inter-/intra-community cohesion • Crime & High perception of crime • Equitable law enforcement 	<ul style="list-style-type: none"> • Food insecurity • Lack of full-service grocery 	Increased ability to build and maintain wealth	<ul style="list-style-type: none"> • Jersey Creek & Watershed restoration • Infrastructure updates and repairs • Landscaping and urban beautification • Environmental Hazards (i.e. air quality)
EXISTING PROJECTS & PROGRAMS	<ul style="list-style-type: none"> • Jersey Creek Restoration (murals) • Quindaro Townsite 	<ul style="list-style-type: none"> • Northeast Grocers Co-op* (food access) 	<ul style="list-style-type: none"> • Learn to Earn • Northeast Grocers Co-op (cooperative economics) • LISC Section 4 	<ul style="list-style-type: none"> • Neighborhood Walk Audits • Park Improvements • LISC Section 4 • Walking Club • Jersey Creek Restoration (watershed) • Neighborhood Improvement Projects • Environmental Justice -- education around impacts of climate change

<p>POLICY INTERVENTIONS</p>	<ul style="list-style-type: none"> • Equitable Development • Community Benefits Agreements 	<ul style="list-style-type: none"> • KC Voices 	<ul style="list-style-type: none"> • Equitable Development • Training community for expertise 	<ul style="list-style-type: none"> • Parks Applications • Greenlining (in conjunction with Minor Home Repair)
<p>NEW PROJECTS* & PROGRAMS OR EXPANSIONS ON EXISTING WORK</p>	<ul style="list-style-type: none"> • Heritage Trail Signage (markets, identifiers, graphics, multilingual) • Connecting residents to trainings available through Livable Neighborhoods, assessing feasibility of developing trainings to meet unmet needs (i.e. Training with Conflict Resolution Center for mediating code violations, linguistically inclusive) 	<ul style="list-style-type: none"> • Northeast Grocers Co-op (Potential for future collaboration with Dotte Mobile Grocers to develop NE Area Food Hub) • 	<ul style="list-style-type: none"> • Green Team • Minor Home Maintenance • Program: Cooperative Resource Hub (MERC)—very long term (after NE Grocers is established) • Northeast KCK Housing Group • 	<p>Green Team</p> <ul style="list-style-type: none"> • Brownfields Initiative <ul style="list-style-type: none"> ○ Alternative energy; Onramp opportunity for Green Team • Minor Home Maintenance <ul style="list-style-type: none"> ○ Energy efficiency • Increased awareness of current government services— i.e. kNOw Lead, – part of ongoing Section 4 Community Connector work

ATTACHMENT F, Project and Program Launch Strategy

Project/Program	Description	Timeline for Inception		
		Short-Term Month 0-12	Medium Month 12-24	Long-Term Month 25-36
BROWNFIELD REDEVELOPMENT, GREEN SPACE AND VACANT LAND PLANNING				
Stewardship of Jersey Creek Park	A significant amount of work has already been done to restore portions of the Jersey Creek Greenway and activate the space by installing new play and exercise infrastructure, wayfinding signage, trail signage, and including several crime prevention through environmental design measures. The new Trust will continue physical and aesthetic - improvements to the Jersey Creek Park. Support and assistance will be sought from NPS RTCA to develop and design a vision for the Jersey Creek.	X		
Brownfields Initiative - Alternative energy; Onramp opportunity for Green Team	There is a preponderance of vacant land and potential brownfield in the NORTHEAST KCK area. To better understand a path and process for redeveloping brownfields in KCK, the new trust will develop a brownfield inventory that will guide land acquisition for environmental interventions.		X—Develop Northeast KCK brownfield inventory	

Quindaro Townsite	Rachel Jefferson has played an active role in that process and will continue to look for ways for the Groundwork Trust to support ongoing work at the Quindaro Townsite.	X – continue to support the ongoing work and continually assess opportunities for the new Trust. Currently considering how the Green Team could play a role here.		
Heritage Trail (Historic Trail signage, markers, graphics)	In recognition of the rich history and cultural landscape in Northeast KCK, HNMA is working closely with YouthBuild and a number of other community partners to develop historic signage, markers, and small monuments that capture the cultural history of the Northeast area. These signs will also serve as markers for a Heritage trail that will serve to increase accessibility/walkability and promote physical activity within the area. HNMA hopes to work with leaders and organizations representing various ethnic and cultural groups in NORTHEAST KCK to ensure intercommunity social cohesion is a fundamental part of HNMA’s work going forward.			X—aggregate all previous work done to develop a Heritage Trail.
Increased awareness of current	Many residents of NORTHEAST KCK are not aware of the services provided	X—		

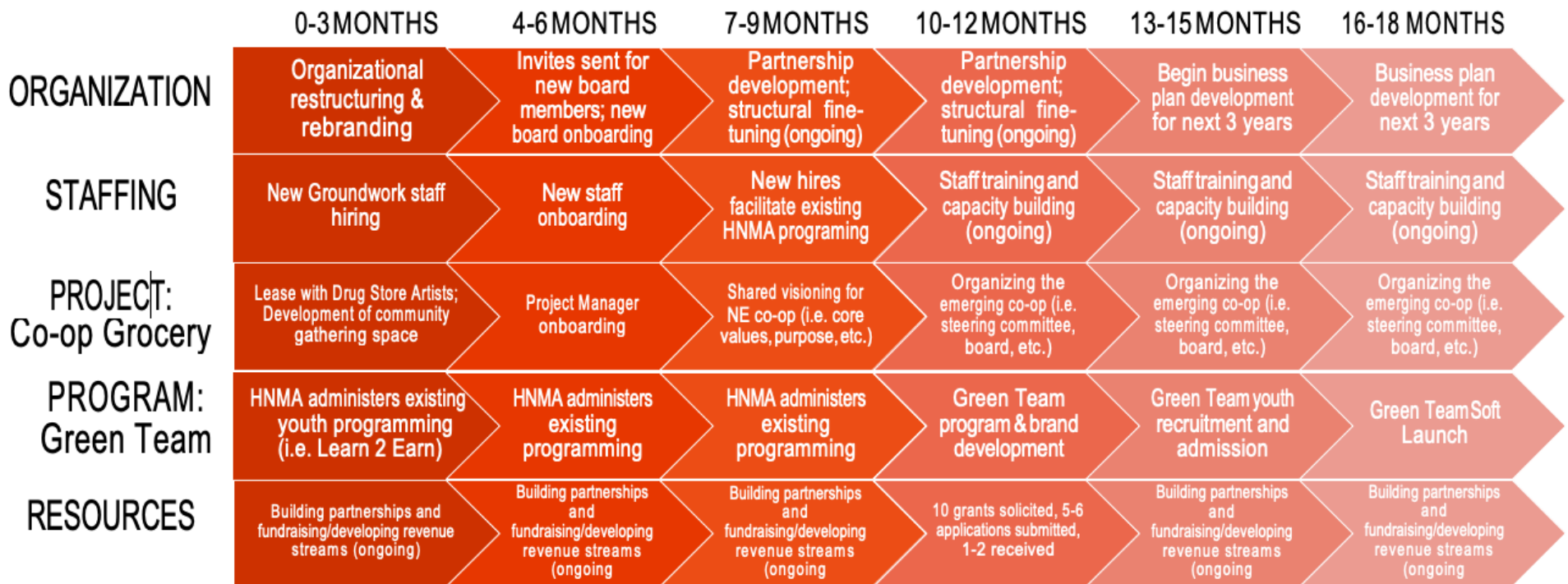
<p>government services- - recycling, etc.</p> <p>*note this is not explicitly brownfields or vacant land related but the new Trusts hopes to nest environmental sovereignty related projects and programs under this focus area.</p>	<p>through the United Government. Increasing awareness of these services can work to immediately improve quality of life for some residents.</p>	<p>Increasing resident awareness through presentations at Neighborhood Association meetings and HNMA quarterly meetings</p>		
EQUITABLE DEVELOPMENT		Short-Term	Medium	Long-Term
<p>Community Land Trust Exploration</p>	<p>Conversations with the Unified Government to explore and discuss equitable development strategies that prevent displacement are ongoing. A number of non-profit developers and HNMA partners, including YouthBuild KCK, the Safe and Affordable Housing workgroup created by the 2018 Community Health Improvement Plan, and Community Housing of Wyandotte County (CHWC) are also exploring potential for Community Land Trusts in KCK.</p>		<p>X</p>	

Northeast KCK Housing Group	Since spring of 2019, HNMA has been convening a group of local developers, construction firms, and other housing advocates to determine what needs exist around housing in NORTHEAST KCK and how this coalition of actors can help fill that need.	X— Apply for funding from the Health Forward Foundation to support this group		
Minor Home Maintenance – including energy efficiency	Minor home maintenance services are a big need in Kansas City, KS. Having avenues to address codes violations and small-scale home maintenance can prevent displacement, especially among NORTHEAST KCK’s aging population, and can actively improve the built environment of KCK— preventing homes that need a bit of work now from deteriorating to the point where they become blight or require demolition.		X—Develop policies and procedures for Minor Home Maintenance Program; Connect with CHWC about Tool Library	Minor Home Maintenance – including energy efficiency
Learn to Earn Program	HNMA’s Learn to Earn youth program provides a paid internship, workforce development and financial literacy education to youth ages 12-16. The new Trust will continue to operate this program.	X – continued operations of program while exploring opportunities to feed into/connect to Green Team		
Green Team-Stewards	As a new trust, HNMA will work with Groundwork USA to train youth in environmental stewardship. This will be the initial focus of the Green Team and the primary focus of the Stewards	X—Hire Green Team Coordinator		

	track. To develop this programming, the Green Team Coordinator would chart out the landscape for the Green Team’s work—building relationships with for-profit entities who would hire Green Team members for fee-for-service work and identifying ways the GT can work with the NPS (i.e. identifying public lands, etc.)			
Green Team-Advocates Track	Though the new trust will operate one Green Team, there is a need to build resident capacity for advocacy and civic engagement as well as environmental interventions. As a new trust, HNMA will offer Green Team youth the opportunity to build their capacity in necessary civic skills.	X—The first step is to hire a Green Team Coordinator and develop a structure/curriculum for the Green Team program.		
FOOD SOVEREIGNTY		Short-Term	Medium	Long-Term
Northeast Area Grocer Co-op	There are currently no full-service groceries in NORTHEAST KCK. To fill this need, HNMA has been working to develop the NE Grocers Co-op, a cooperatively owned food distributor with potential inroads to local food production.			X—Secure lease from PRIDE/Black Fire Fighters Association and identify organization for sublease
Dotte Mobile Grocer	A mobile food market, which will improve food access for some 43,500 residents in Wyandotte County. There have been some delays in getting the project up and running and HNMA has had to step into a large role.	X – this is a short to medium term; continue to work on fiscal sponsor challenges and plan launch.	X – this is a short to medium term; continue to work on fiscal sponsor	

			challenges and plan launch.	
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ATTACHMENT G Planning: 18-Month Launch Strategy Plan



Attachment H, Partnerships and Roles for Green Team and NE Co-Op

PROJECT/PROGRAM	Green Team- Advocates	Green Team- Stewards	NE Grocery Co-op	NE Co-op Resource & Opportunity Hub
ACTION AREA	Cultural Identity & Belonging	Environmental Sovereignty	Food Sovereignty	Economic Sovereignty
PARTNERS	<ul style="list-style-type: none"> • El Centro • Wyandot Behavioral Health Network • UG Eco Devo • Oak Grove Neighborhood Association • Kerry Herndon • Heather (NPS) • Jim S. • Local Initiative Support Corporation • BHC Rhodes • YouthBuild KCK 	<ul style="list-style-type: none"> • EPA region 7 • UG Eco Devo • Oak Grove Neighborhood Association • Bridging the Gap • K-State Master Gardener’s • K-State Extension-- • NBC Community Development Corporation • Mid-America Regional Council • Local Initiative Support Corporation 	<ul style="list-style-type: none"> • El Centro • Wyandotte Economic Dev. Council • EPA, region 7 • Dotte Local Grocers Community Council • Bridging the Gap • Workforce Partnership • Univ. of Missouri Center for Economic Info. • Pam Jasinskas • Reconnect with IFF 	<ul style="list-style-type: none"> • UG Eco Devo • Pam J. • UMKC Center for Economic Information • NBC Community Development Corporation • YouthBuild KCK • Local Initiative Support Corporation • Dotte Agency
ROLES	<ul style="list-style-type: none"> • El Centro: <i>Promotores</i>; referring youth 	<ul style="list-style-type: none"> • EPA: Quindaro Townsite museum work (long term); 	<ul style="list-style-type: none"> • El Centro: <i>Promotores</i>; 	<ul style="list-style-type: none"> • UG Eco Devo-- resource hub development

	<ul style="list-style-type: none"> • Wyandotte Behavioral Health Network: training in soft skills, trauma champions • Unified Govt Eco Dev.: brownfields assessment • Oak Grove: JGP feasibility; alternative energy; Intergenerational learning with stewards & advocates • Kerry Herndon: Jersey Creek community outreach • Heather Passchier (NPS): map of federal lands, connection with national; trails and Brown v. Board superintendent 	<ul style="list-style-type: none"> • BHC Rhodes (mapping, 3D sensors, engineering interns) • UG Eco Dev./EPA: brownfields, community development, update brownfields inventory • Oak Grove/Bridging the Gap: tree planting • UMKC Center for Economic Information: potential EPA contractor with MARC intern • K-State Master Gardeners: youth education; incorporate 4H youth 	<ul style="list-style-type: none"> • Identifying products for grocery • Bridging the Gap: NE grocers building conservation • Wyandotte Economic Development Corporation: employment workforce training; • WYEDC + UG Eco Dev.: demystifying development training; apprenticeship program • WYEDC + Eco Devo + CEI—economic development data & research • EPA: pre-development consultants, design, structural studies, 	<ul style="list-style-type: none"> • Pam J.--connection w Salvation Army & Humane Society • UMKC Center for Economic Information: data mapping/analysis; connect with environmental science; engage residents in data literacy • NBC Community Development Corporation--research opportunities CBPR • YouthBuild KCK: job placement; sustainable housing (demonstration pavilion) • Local Initiative Support Corporation- connection for
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	<ul style="list-style-type: none"> • Jim S.: Heritage Tail work with Landmark Commission • Local Initiative Support Corporation: resources, vacant land work, creative cultural planning, leveraging funding • BHC Rhodes: interns who need projects w/ engineering expertise • YouthBuild KCK-- complementary work; boot camp for Green Team, shared training on leadership, mentorship of older students to younger youth 	<ul style="list-style-type: none"> • NBC Community Development Corporation: Jersey Creek Restoration; overlap Heritage and Active Living trails • Pam J: land use aesthetics, codes enforcement • Mid-America Regional Council: models for workforce with IOCP • Local Initiative Support Corporation: maintenance services w/ neighborhood associations, leveraging funding • YouthBuild KCK-- complementary work, screening 	<p>guidance with other federal programs</p> <ul style="list-style-type: none"> • Dotte Local Grocers Community Council Grocer: execution of a food hub supported by a shared governance model • Bridging the Gap - Workforce Partnerships: Summer Employment program • UMKC Center for Economic Information-- cooperative business development • Pam. J--background in fine arts, interior design 	<p>resource hub development</p> <ul style="list-style-type: none"> • Dotte Agency (Matt): CLT to prevent displacement; study circles; participatory mapping; connect with UG data team
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		and boot camp for Green Team		
FUNIDNG		EPA- Environmental Justice grants (focused on changing envir. Behavior); job workforce grants (El Centro community has applied) Mid-America Regional Council- water quality grants program, <i>funding available now</i>		

Attachment I, HNMA Executive Director Bio



Ms. Rachel Jefferson, Executive Director of the Historic Northeast-Midtown Association (HNMA), was born in Kansas City, Missouri and attended Miss. Porter's School in Farmington, CT, for high school. During her junior year, Rachel spent a year abroad in Beijing, People's Republic of China, and after graduation attended Georgetown University in Washington, D.C.

Upon returning to Kansas City, Rachel relocated to the Kansas side of the state line, and began a career in public health as Outreach Director and Administrative Assistant at a local safety-net clinic.

Rachel's time in the healthcare sector provided her with an understanding of the socio-economic struggles that hinder good health among minority populations and ignited her passion to support the growth of human, social, and civic capacity at the grassroots and community levels.

Rachel is a recipient of the 2011 Neighborhood Leadership Award, and is an alumna of Leadership 2000, a leadership development program funded by the Kansas Leadership Center. Rachel is also a graduate of the Healthy Communities Leadership Academy, an initiative created by the Health Forward Foundation. The academy develops the efficacy of those who advocate for equitable policies to improve the health of the disenfranchised and vulnerable populations in Kansas and Missouri, including the underserved, underinsured, and underinsured.

Rachel has served on many boards including the National Sustainable Agriculture Research and Education Review Committee, and the Regional Prevention Center's Connect the Dottes Community Coalition. Currently, Rachel is the co-chair of the Community Health Council of Wyandotte County's Healthy Equity Action Transformation Community Action Board and the chair of Envision Homes.

Additionally, Rachel serves on the Boys and Girls Club of Wyandotte County Advisory Board, the Kansas City, Kansas Farmer's Market Advisory Board, the REACH Healthcare Foundation Community Advisory Committee, and the Merc Co+Op Board of Directors. Rachel is appointed

to the Kansas City, Kansas Housing Authority Board of Commissioners. Rachel is a certified Healthy Homes Trainer and Community Health Worker.

Rachel currently lives and works in the northeast pocket of Kansas City, Kansas and has come to love and appreciate the neighborhood people that have persevered in the fight to create an equitable Kansas City, Kansas for all.