

**Greenpoint Environmental Benefit Projects Program  
CAP Meeting Summary  
March 21, 2013**

*Note: These notes provide a summary of the discussions at the March 21, 2013 meeting of the Greenpoint Community Advisory Panel (CAP). These notes represent ongoing discussions with the CAP on matters related to the development and implementation of the Greenpoint Environmental Benefit Projects Program (Program). As such, this summary reflects a continuing "work in progress."*

**Introduction of General Administrator**

North Brooklyn Development Corporation (NBDC)

- Rich Mazur- Executive Director
- Margaret Kosteci- Deputy Executive Director
- Assisted NFWF with preparation of the draft Program workplan. NBDC will be directly involved in community outreach and engagement
- Founded in 1979
- Runs afterschool programs, manages housing for seniors
- Active in community and in environmental projects including the 197A plan, a member of GWAPP team that worked against the power plant, on the OSA Community Committee, on Superfund CAG, and involved in tenants rights and anti-displacement campaigns

National Fish and Wildlife Foundation (NFWF)

- Tim DiCintio, Vice President of Impact-Directed Environmental Accounts (IDEA), prior work in EPA Superfund Program. Tim will provide legal, administrative and financial oversight for the Program
- David O'Neill, Director, Eastern Partnership Office, manages a 24-state region with multiple grant programs many with a strong urban focus. Responsible for managerial oversight of the delivery of the programmatic elements of the Program
- Lynn Dwyer- Assistant Director, Eastern Partnership Office, spent ten years administering grant programs in the Northeast and Mid-Atlantic including work in NYC in the Bronx and Jamaica Bay. Will manage the program day to day providing a direct presence in Greenpoint
- Courtney Kwiatkowski, Manager, IDEA, will manage the program, financial and administrative tasks from NFWF headquarters
- NFWF
  - Nongovernmental private foundation chartered by Congress
  - Governed by a 30-member Board of Directors approved by the Secretary of Interior, including the U.S. Fish & Wildlife Service Director and National Oceanic and Atmospheric Administration Administrator. For these reasons, it must be transparent and accountable to Congress, federal agencies, and the public
  - Manages environmental grant programs comprised of federal, private, corporate and environmental benefit type funds
  - IDEA program specifically manages mitigation funds to accomplish positive conservation outcomes. It serves as a neutral, third-party fiduciary to receive, manage and disburse environmental benefit funds. It manages a number of multimillion dollar mitigation funds across the county and has been selected to manage the multibillion dollar fund in Gulf of Mexico from the BP Deepwater Horizon spill

**CAP member's thoughts about Greenpoint, the Program and what they want the Program to achieve**

- Greenpoint has borne more than their fair share of environmental burdens for a long time, starting with maritime industries on the waterfront, the City's largest waste water treatment plant, one of the largest oil spills in the United States, a Superfund site, a municipal incinerator and waste transfer stations. The environmental burden is now being reduced as manufacturers leave the neighborhood and as new manufacturing operational practices improve. Given the legacy of environmental burdens, it is important that the Program funds are used to improve the environment
- Lack of waterfront access and open space is a major concern and recent City efforts (such as the 2005 rezoning plan) have not addressed these deficiencies to fully reflect community desires
- Community outreach and participation are critical to the CAP and the community and an important tool by which NFWF can establish itself. Important to understand the neighborhood and to provide many opportunities for outreach and participation
- First EBP remains a problem- there have been a lot of difficulties with the first General Administrator so an open process is key to overcome the negative perceptions associated with the first EBP. The Hudson River Foundation's administration of EBP funds worked well
- Greenpoint is a neighborhood occupied by many immigrants. Greenpoint has grown tremendously. Change over the past decade has been gentrification. Many community based accomplishments. New residents with a lot of energy available to support people already on the ground. Need to bridge gap between Greenpoint "old timers" and newer residents and to think about project ideas and find ways residents may work together rather than to be in competition for resources
- Large body of knowledge about Newtown Creek because of its Superfund status- more of creek is functioning than one might expect and restoration work will yield results
- Need to balance environmental projects with projects that generate economic activity
- Greenpoint environment has improved since 1982 but there are several groups in the community who are unaware of the problems and the Program
- Interest in Transmitter Park offering a community center to provide something for the kids. Need more resources for young kids
- Consider some integration with work being done by the Mayor's task force on Sandy recovery on oyster beds
- Important to find ways to leverage funds
- Consider creating an endowment for Greenpoint projects to maintain them into the future after Program funds are expended
- Particular areas of interest "themes" from the community are "redeveloping waterfronts and waterfront infrastructure and parks and open space
- Need for education in community about what constitutes an environmental benefit and what projects cost, how far can \$19 million actually go
- Job one is clear fiduciary management – full transparency about Greenpoint EBF account
- Right now melding of process, procedure and substance. Community wants a great suite of projects and a legacy. Get the process right and the community will be happy with results

### **Presentation of Draft Workplan**

On behalf of the General Administrator partnership, NFWF made a presentation of a draft workplan for the Program. The draft workplan was provided to the State (NYS Office of the Attorney General and Department of Environmental Conservation) and the CAP in advance of the meeting. The draft workplan seeks to meet Program goals and objectives, State responsibilities and requirements, build on CAP process, and reflect best practices from the NFWF grant-making experience. NFWF also discussed projected first year deliverables. Workplan was presented as a "strawman" proposal. Refining plan would take as much time as needed with the CAP before finalizing it. NFWF acknowledged it needs CAP and community input to shape ideas and

make this Environmental Benefit Fund successful. *See attached PowerPoint for detailed content of presentation.*

- NFWF's experience is that a great process leads to great projects
- NFWF takes its fiduciary responsibility very seriously- will provide full transparency and full reporting on all financial elements of project
- NFWF will also look for opportunities to bring in matching funds to leverage the \$19 million
- Based on the current activities and the proposed schedule, the General Administrator's goal is to have the first project awards by May 2014

### First Year Workplan Activities

- Community Engagement Process
  - To be led by NBDC in concert with NFWF
  - Need to identify key stakeholders and expand community outreach especially to those groups not currently aware of Program
  - Develop a message about the Program
  - Ensure ongoing involvement of the community
  - Actively involve the CAP & community in translating project ideas into a Request for Proposals (RFP)

<i>CAP Comment:</i> Need to build on existing work done by CAP over last year
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- Build Communication Tools
  - Develop a webpage on NFWF's website with Program-related information that will also serve as a portal for grants management
  - Disseminate information in neighborhood hot spots
  - Develop other outreach tools
- Create Internal Finance and Grantmaking Processes/Mechanisms
  - Internal NFWF processes for finance and grants administration being put in place to manage these aspects of the Program
- Pre-Proposal Process
  - Shape pre-proposal request for proposals through CAP input and community outreach process
  - Interested parties submit a 2 to 3 page pre-proposal
  - Pre-proposals reviewed and placed into one of the following categories:
    - Consistent with the Request for Proposal shaped through CAP and community outreach and technically sound - Encourage applicant to submit full proposal
    - Consistent with RFP but proposal needs more development - Identify deficiencies in pre-proposal (costs, scope) and link with technical assistance to develop full proposal
    - Inconsistent with EBF and RFP – Encourage refining ideas and that applicant consider submitting in year 2 of Program. As appropriate, applicant may be encouraged to pursue small (mini) grant through the Program as a means to develop an idea further. (Please refer below to "Small or (Mini) Grants process" for information about such grants). At this time, the availability of small grants is contingent upon the Program adopting a multiple-round granting approach that allows

for distribution of funds through such grants. No decision has been made about this issue

CAP Question: Should applicants who have not participated in pre-proposal process be eligible to participate in full proposal round?

NFWF/CAP Discussion: There was discussion about challenges to and the value of the mandatory participation by applicants in a pre-proposal process. The concerns expressed about making pre-proposals mandatory were that: the process will add more time to the overall grant making calendar, be more complex for applicants, and eliminate the option for newly developed but strong proposals to be considered. Comments about the value of a mandatory pre-proposal process were that it helps: "tee up" stronger full proposals, determine the specific technical assistance needs of applicants, and match applicants with other potential partners. It could also help inform how much funding should be available for the Program in each round.

Tentative Recommendation of CAP Members in Attendance: Pre-proposal process should be mandatory. No full proposals would be accepted that had not participated in pre-proposal round. Because of the significance of this question, this issue will be further discussed by the CAP in the context of the pre-proposal process.

CAP Question: How many rounds of grant funding will there be? How much funding will be dedicated to each round?

NFWF/CAP Discussion: NFWF, this is still an unknown. However, the pre-proposal process --- particularly a mandatory one -- will provide information useful in addressing the need or desirability of more than one round of grant funding, as well as how much funding should be available in each round..

CAP Question: What is the process for deciding how to evaluate pre-proposals?

CAP/NFWF Discussion: The CAP asked for more information about criterion to be used for pre-proposal evaluation. One idea discussed was that NFWF and Independent Review Committee (IRC) evaluate pre-proposals based upon a suite of pre-approved evaluation factors, and then NFWF could present and discuss a draft proposed slate of the highest ranked pre-proposals with the CAP and State. The topic of pre-proposal evaluation will be discussed further by the CAP in the context of the pre-proposal process.

CAP Question: Will capital projects, operations and maintenance and programmatic projects be funded? Will large capital projects reduce the number and diversity of projects to be funded because more grant funding could be consumed by such projects?

NFWF Response: The topic of project eligibility will be discussed further by the CAP and addressed in the context of the pre-proposal process. However, it should be noted that the pre-proposal process will provide a means of measuring interest in the various types of potential projects, including capital, operations and maintenance and programmatic projects. It will also help identify the size (cost) of potential capital and other types of project proposals. A CAP member suggested one way to deal with issue of larger amount of funding associated with capital projects would be to require more match for such projects. This may generate more leverage associated with large \$ outlays. The topic will be discussed further with the CAP in the context of the pre-proposal process.

OC Question: Do CAP members have any concerns about requirement to submit pre-proposals on-line?

CAP/NFWF Response: NFWF will provide hands-on training in webinars and workshops about the on-line system, CAP members in attendance expressed comfort with this approach.

CAP Question: How will matching dollars be handled? Will applicants be provided information about forms of match and capturing match?

NFWF Response: There are many ways to approach match in a grant program. Forms of match may include in-kind and cash. Levels of match may be used as a factor in evaluating a proposal. Match may be required or encouraged. The NFWF approach to match is flexible and may be tailored relative to the grant program. Guidance on identifying and securing matching funds will be provided as part of the technical assistance provided as an outgrowth of the pre-proposal process. The topic will be discussed further with the CAP in the context of the pre-proposal process.

CAP Question: Is it feasible to set up an endowment for projects and if so, how would it be done?

NFWF Response: NFWF needs to discuss with State and consider whether the Consent Decree/DEC EBP Policy allows for endowments. However, NFWF investment management portfolio provides for the option to create an endowment. NFWF would use an endowment investment platform which uses longer term horizon for investment (a multi-decade horizon). After consultation with the State, NFWF will discuss with the CAP in the context of the pre-proposal process.

### Other Topics of Discussion:

- **Small or (Mini-) Grants process:** There was discussion about funds to be distributed in the form of “small (mini-) grants”. They are at least two types of small/mini grants: 1) smaller, discrete projects -- ready-to-go immediately implementable small projects --; and 2) development grants such as a planning grant to inform the construction of an on-the-ground project or a project (small or large) that requires further conceptualization to prepare for the next round of granting. It should be noted that providing certain types of small grants (e.g., project development grants) would be contingent upon the Program adopting a multiple-round granting approach -- an issue which is not yet resolved. If the Program adopts a this approach elements of small grants could include:
  - Announcement of small grants as part of the pre-proposal RFP
  - Small grant review and selection process on a different timetable so the grants can go out quickly and projects could be implemented in the near-term
  - Funding for small grants announced in winter 2013

CAP Question: How would NFWF set up the evaluation of small grant proposals?

NFWF Response: NFWF suggested conducting the evaluation of small grant proposals in concert with IRC, and then presenting draft recommendations for a slate of projects to receive small grant funding to the CAP. This topic will be discussed further with the CAP in the context of the pre-proposal process

- **Establish Technical Assistance (TA) Program**
  - TA program helps applicants develop technically sound and implementable projects
  - TA needs will be determined and allocated via the pre-proposal process
  - TA providers can assist with developing costs and process for project – provides a full suite of required assistance i.e., budgeting, design, budgeting
- **Full Proposal Process**
  - Based in input from the State, CAP and community, NFWF will draft full proposal RFP and associated materials
  - Seek final CAP and State feedback about the RFP and associated materials
  - Announce availability of funds and proposals submitted to the Program
  - Establish a ranking/review process

Two activities are involved in this process: 1) the development of proposed evaluation/scoring criterion in consultation with CAP; and 2) the actual evaluation process whereby the IRC will review and score individual proposals received in response to the RFP. Two steps in the process include:

- Present draft slate of highest ranking proposals to the CAP. As described, the evaluation would be based upon pre-established evaluation/scoring criterion
- NFWF recommends final slate to State

*State Outreach Consultant Comment/Discussion Point:* Full proposal review and ranking process differs substantially from process previously developed with the CAP and shared with community in which community would have an opportunity to express preferences among "IRC-approved" project proposals prior to their selection by the State for funding by the Program. The community would not have an opportunity to express such preferences under the process proposed by NFWF. The process will avoid concerns related to the "Newtown Creek EBP" process in which the voting process was viewed by some in the community as being biased by organizing people to vote for specific projects.

### Strategic Action Items

- Refine workplan per State and CAP direction and input
- Finalize community engagement strategy
- Shape RFP with broad community support
- Lay out grant review process
- Establish TA program and process

### Next Steps

- Schedule for next CAP meetings:
  - CAP Conference call on April 18, 2013 specifically to discuss the proposed mandatory pre-proposal process and whether to engage in a multiple-round granting approach (e.g., small "mini" grants).
  - CAP Meeting on May 2, 2013 from 6:00 to 8:00 pm to discuss refinements to the workplan based upon State and CAP direction and to resolve some critical outstanding issues with the CAP which may include:
    - using the community engagement process to refine themes and priorities in the RFP and to make people broadly aware of the Program purposes and activities
    - the structure and process of grant evaluation and selection (e.g., the role of the CAP, community, IRC and the State and evaluation criterion)

### Additional Items

- Need to replace two or three members of the CAP, request for names of people to add to the CAP
- In particular, need to reach out to property owners above the plume, they must be aware of and active participants in the Program
- Need to revisit 11222 boundary for EBP and confer with CAP about inclusion of Bushwick Inlet



**Greenpoint  
Environmental  
Benefits Projects  
Program**

**NFWF Presentation to  
Community Advisory Panel**

March 21, 2013



**NFWF**

# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Presentation Outline

1. Draft Work Plan Presentation
  - a) Community Outreach
  - b) Request for Proposal Process
  - c) TA
2. Discussion of Key Issues with CAP
3. Next Steps



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Work Plan Overview

1. Contract requirement
2. Seeks to meet State goals, Build on CAP Process and Reflect Best Practices & Grant-making Experience
3. First Year Deliverables:
  - a) Implement outreach strategy
  - b) Establish consultation process to support decision-making, including establishing the IRC
  - c) Shape program priorities
  - d) Release pre-proposal
  - e) Develop and deliver technical assistance program
  - f) Release full RFP



# Greenpoint Environmental Benefit Projects Program

## Work Plan Recommended Process: Year One

### Community Engagement

*March-June*

Identify additional key stakeholders and implement outreach strategy

Provide forums for residents to shape program priorities building on existing community outreach process

Shape Request for Proposal (RFP) through consultative process and w/IRC review

### Pre-Proposal Process

*August-December*

Announce pre-proposal RFP and provide webinars and workshops

Pre-proposals submitted and sorted into categories: "submit next round", "provide technical support," invite for full proposal"

Notifications sent Nov/Dec

### Technical Assistance

*August-December*

Develop TA program by aligning expertise with program priorities

Use pre-proposal to identify needs and groups

Match applicants with TA support to shape strong proposals/projects

### Full Proposal Process

*December-May*

Announce full proposal RFP and provide webinars

Applications due March 2014

IRC review and rankings

Award Notifications sent May/June 2014



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Step 1: Community Engagement Process

#### ➤ Objectives:

1. Expand community outreach to reach more citizens
2. Develop a strategy and build tools to reach citizens frequently
3. Actively involve the CAP & community in translating project ideas into a RFP
4. Ensure broad support for the request for proposal before announcing the program
5. Ensure on-going involvement of the community



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Build Communication Tools

1. List serves and mailing lists
2. Greenpoint EBP webpage
3. Neighborhood dissemination “hot spots”
4. Social media dissemination
5. Traditional media dissemination
6. Public meetings/informational webinars and workshops
7. Materials

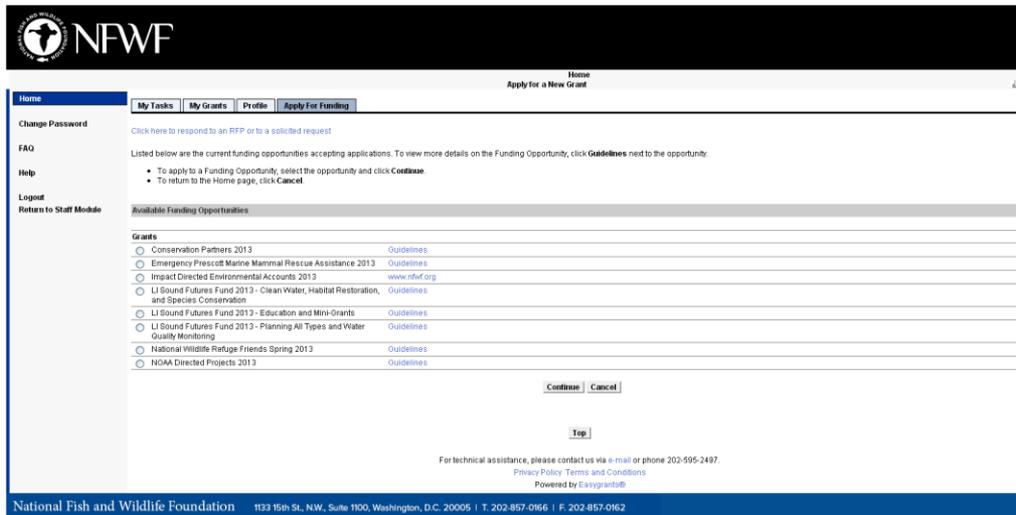


# Greenpoint Environmental Benefit Projects Project

## DRAFT WORK PLAN

### Step 2: Create Internal Finance and Grant-Making Processes/Mechanisms

1. Establish Greenpoint financial accounts
2. Fulfill reporting requirements to State
3. Develop NFWF online grantmaking systems
4. Identify and establish independent review committee
5. Define process for community, IRC and CAP involvement in grant review processes



The screenshot displays the NFWF online grantmaking system interface. At the top, the NFWF logo is visible on the left, and the text "Home Apply for a New Grant" is on the right. Below the logo, there are navigation tabs: "Home", "My Tasks", "My Grants", "Profile", and "Apply For Funding". The "Apply For Funding" tab is selected. The main content area is titled "Available Funding Opportunities" and lists several grants with their respective "Guidelines" links. The grants listed are:

- Conservation Partners 2013
- Emergency Prescott Marine Mammal Rescue Assistance 2013
- Impact Directed Environmental Accounts 2013
- LI Sound Futures Fund 2013 - Clean Water, Habitat Restoration, and Species Conservation
- LI Sound Futures Fund 2013 - Education and Mini-Grants
- LI Sound Futures Fund 2013 - Planning All Types and Water Quality Monitoring
- National Wildlife Refuge Friends Spring 2013
- NOMA Directed Projects 2013

At the bottom of the page, there is a "Continue" button, a "Cancel" button, and a "Top" link. The footer contains the text: "National Fish and Wildlife Foundation 1133 15th St., N.W., Suite 1100, Washington, D.C. 20005 | T. 202-857-0966 | F. 202-857-0962".



# Greenpoint Environmental Benefits Fund

## DRAFT WORK PLAN

### Step 3: Pre-Proposal Process

1. Shape pre-proposal using work conducted by CAP and an expanded community outreach process
2. Develop pre-proposal RFP and associated supporting materials (**ensure broad support of pre-proposal and get sign off from the State**)
3. Schedule and provide pre-proposal development workshops/webinars
4. IRC and NFWF to review and sort pre-proposals into three buckets:
  - Bucket #1: Inconsistent with EBF and RFP – Recommend refining of ideas and encourage applicant to submit in year 2
  - Bucket #2: Consistent with RFP, needs assistance -- Submit full proposal after consulting with TA providers
  - Bucket #3: Consistent with RFP and technically sound -- Submit full proposal consistent with EBF and RFP, Needs technical



# Greenpoint Environmental Benefits Fund

## DRAFT WORK PLAN

### Why Are We Recommending a Pre-Proposal Stage?

#### **Benefits of a Pre-Proposal Phase**

1. Pre-proposals give interested applicants an easy way to share their ideas
2. Pre-proposals allow the GA and partners an opportunity to provide TA and share insights on a proposals strengths and weaknesses
3. Pre-proposals offer the GA and partners an opportunity to match applicants with other partners
4. Pre-proposals can help the GA direct some applicants to the mini grants program

#### **Difference Between a Pre and Full Proposal**

1. Pre-proposals require a shorter response – 2 to 5 pages – whereas full proposals can be range from 5 to 12 pages
2. Pre-proposals require a cost estimate and full proposals require detailed budgets
3. Pre-proposals don't require performance metrics, and full proposals do
4. Pre-proposals don't require financial and program uploads (i.e., IRS, board lists, project designs, maps, etc), and full proposal do



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORKPLAN

### Small Grants

1. Small grants opportunity announced with pre-proposal announcement
2. Anticipate grants up to \$25K
3. Small grants are on a different decision-making timeline
4. Goal is to submit small grant recommendations to State in year one
5. Review process and schedule not yet defined

# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Step 4: Establish Technical Assistance Program

#### Objectives:

1. Assist applicants to develop technical sound projects that can be implemented in a timely manner
2. Provide a full suite of assistance that may include activities such as conceptualization, design, budgeting and permitting of projects
3. Assist groups and individuals in the application process using workshops and webinars

#### Next Steps:

1. Align TA program with RFP priorities
2. Identify TA providers
3. Develop match-making mechanism using NBDC



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### **Step 5: Conduct Full Proposal Process**

1. Draft Final RFP and associated materials
2. Finalize RFP ranking/review process (ensure broad community support in RFP, seek CAP and IRC endorsement and seek State approval )
3. Announce full proposal RFP opportunity
4. Provide assistance through workshops and webinars

### **Recommended Grant Review Process**

1. Proposals submitted to NFWF
2. Proposals sent to IRC for its review and ranking
3. Present rankings and recommended projects for funding to CAP
4. Final Recommended Projects Shared during Community Meeting
5. Recommend Final Slate to State with IRC endorsement



# Greenpoint Environmental Benefit Projects Program

## DRAFT WORK PLAN

### Next Steps

1. Refine Work Plan per State and CAP Direction and Input
  1. NFWF expects feedback from NYS OAG & CAP by the first week of April.
2. Finalize Community Engagement Strategy
3. Shape RFP with broad community support
  1. Develop criteria for vetting pre-proposals
4. Establish TA program and process
5. Schedule Next CAP meetings