

**ANNUAL OUTREACH EVALUATION REPORT  
GEOGRAPHICAL AREA 5, 6 and 7  
(EPA REGIONS 5, 6, 7 and 8)  
Technical Assistance to Brownfields (TAB) Communities  
2<sup>nd</sup> Project Year  
Center for Hazardous Substance Research  
Kansas State University ▪ Manhattan, KS  
APRIL 1, 2014-MARCH 31, 2015**

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## Introduction and Overview

Kansas State University (KSU) completed the second operating year of the Technical Assistance to Brownfields (TAB) Program in Geographical Areas 5, 6, & 7 (EPA Regions 5 - 8) during April 2014 to March 2015. This report provides an evaluation of each of four tasks that comprise the TAB Program: site-specific service, workshops and webinars, online e-tools and resources, and participatory evaluation. As summarized below, TAB’s second-year goals were generally met or exceeded.

Multiple sources of data were used in evaluating the TAB Program. They include service provider documentation, participant surveys, quarterly reports, and website usage reports. Sources of data and analysis techniques are more fully described in the sections below.

### Task 1. Site-specific Technical Assistance to Communities

Site-specific technical assistance is the main activity of the TAB program. Sources of data for documenting services provided are quarterly reports produced by TAB program staff, based on reports from service providers. Quantitative goals for site service are listed in the table below, along with actual levels of service and an indication of whether the target goals were met.

*Table 1*

*Target goals and outcomes for site-specific service*

Target goals	Outcomes	Target met
40-60 communities/year	142	Yes
50% with population of less than 100K	73%	Yes
25% with population of less than 10K	36%	Yes
25% environmental justice communities	32%	Yes
25% special regional brownfield sites	18%	No – but Yes, (42%) if based on 60 communities served/year
One site/state/year	Range 2-18 per state	Yes

All goals were met or exceeded, with the exception of 25% of communities served being special regional brownfields sites. Overall, TAB far exceeded its goal of total communities served (Goal 40-60, Actual 142). The number of environmental justice communities provided site services in the reporting period was 46, a large increase over 15 in the previous reporting period. Twenty five of the sites served were special regional brownfield sites. If TAB had only met the maximum goal of providing services to 60 communities, these sites would represent 42% of communities served under each category. For a regional view of target goals and outcomes for site-specific services, please see Appendix A.

One hundred and forty-two communities received site specific services during the second project year, a 40% increase over the last project period (101 communities were served in 2013-2014), and a factor of 2.35-3.53 times TAB’s goal of serving 40-60 communities a year. An overview of the communities served is presented in Appendix A. Support to 27 communities served during the project period is ongoing. Twenty-five sites involve sustainable reuse initiatives. Sites served comprise at least 315 acres.

TAB provides a range of services to communities in its 21 state service area. The table below provides an overview of the types of services provided to communities during the reporting period. While all site services that TAB provides were delivered during the reporting period, the most common services include answering questions related to EPA’s Area-Wide Planning; Assessment, Revolving Loan Fund, and Cleanup (ARC); and Job Training and non-EPA grants, document reviews, and identification of resources. For an overview of services provided in each region, please see Appendix A.

*Table 2*

*Typical site-specific services provided in reporting period and program to date*

<b>Type of service provided</b>	<b># of communities receiving service 2014</b>	<b>Cumulative # of communities receiving service 2013-18</b>
Attend community/stakeholder meetings or conference calls	31	60
Community education and engagement	9	20
Document review	56	125
Identification of resources	42	74
Engaging or planning to engage in visioning process	6	15
Provide fact sheets or sample documents	13	18
Facilitate stakeholder communication	21	32
Evaluation of redevelopment options	12	34
Community Workshops	9	16
RFP/Q Development/Review	4	11
Answered EPA & other grant questions	95	159
BIT Assistance	10*	20*
TAB EZ assistance	14*	32*

Note: \* = Throughout the year KSU TAB responds to 50-75 requests from across the nation for assistance with BIT and TAB EZ that are relatively quick to address, and are not counted as site-specific services.

### **Task 1 Summation**

TAB met or exceeded five of its goals for site service in the project period: total number of communities served, communities with populations of less than 100,000, communities with populations of less than 10,000, environmental justice communities and providing service to one site in each of 21 states. The goal not met was the percentage of special regional sites, based on the total actual number of communities served (142). However, this goal was met if based on the yearly goal for communities served (40-60 communities). A range of sites are being served including assessment, cleanup and area-wide planning. Services to approximately 19% of communities served will continue into the next reporting period. The types of services being provided most frequently (document review, identifying resources, and EPA and other grant questions) indicate that a number of sites are in the early stages of the brownfield redevelopment process, where TAB support is useful in helping communities develop the capacity for engaging in redevelopment projects.

In addition to increasing the number of sites served in the prior reporting period, TAB significantly

increased the number of environmental justice sites served. In the prior year, TAB was unable to meet the goal of providing service to environmental justice communities (based on a percentage of the total communities served), which has been rectified (16 to 32% of total). The percentage of micro-communities being served has also increased (30 to 36% of total). In the next reporting period, more effort needs to be expended to continue increasing the number of services provided to special regional brownfield sites.

### **Task 2. Workshops and Webinars**

Workshops, webinars, and invited presentations provide additional opportunities for TAB to provide communities with information and education about the brownfields redevelopment process. This section provides an overview of these activities, as well as evaluation of their effectiveness. Sources of data from this section are quarterly reports produced by TAB program staff and quantitative and qualitative data from surveys administered at workshops and webinars.

#### **Workshops**

Goals for educational workshops were to participate in 23 workshops cooperatively with others, with one in each state, if possible. During the reporting cycle, TAB was significantly involved in a total of 26 workshops: 20 Economic Revitalization Workshops, four EPA Brownfield Grant Proposal Writing Strategies Workshops and two combined workshops. Three of these workshops served states along the border of EPA Region 8. A total of 1,178 participants attended these workshops. The table below provides an overview of workshops conducted in this reporting cycle on a regional and overall program levels.

*Table 3  
Overview of workshops and participants*

<b>Workshop Topic</b>	<b>Number of Workshops</b>					<b>Number of Participants</b>				
	<i>R5</i>	<i>R6</i>	<i>R7</i>	<i>R8</i>	<i>T</i>	<i>R5</i>	<i>R6</i>	<i>R7</i>	<i>R8</i>	<i>T</i>
Economic Revitalization	6	6	4	4	20	315	302	181	136	934
				(6*)						
EPA Brownfield Grant Proposal Writing Strategies	2	1	1	0	3	73	45	53	0	171
Economic Revitalization and Grant Strategies Combined	1	1	0	0	2	36	51	0	0	87
				(1*)						
<b>Totals</b>	<b>9</b>	<b>8</b>	<b>5</b>	<b>4</b>	<b>26</b>	<b>424</b>	<b>398</b>	<b>234</b>	<b>136</b>	<b>1192</b>
				(7*)						

Note - \* Number of workshops physically held in R8 is 4. Two R5 workshops were held in western MN, and one R6 workshop was in northwestern NM, along R8 border locations. The workshops were in partnership with Region 8 states and were attended by persons from both EPA Regions. Therefore, 7 workshops served Region 8 participants.

The data below discusses the evaluation results from 20 workshops conducted during the reporting period and represents feedback received from 313 participants, unless otherwise noted. Data was collected using a post/retrospective survey instrument. This type of instrument is administered at the end of an event, yet asks questions about knowledge or perception prior to the event. This is believed to produce a more accurate reporting of participants' perceived changes than the traditional pre/post survey, as well as provides paired samples for more robust statistical analysis.

***Population served.***

Participants were asked to indicate the size of the communities they represent. The figure below shows the populations of the communities served by workshop participants.

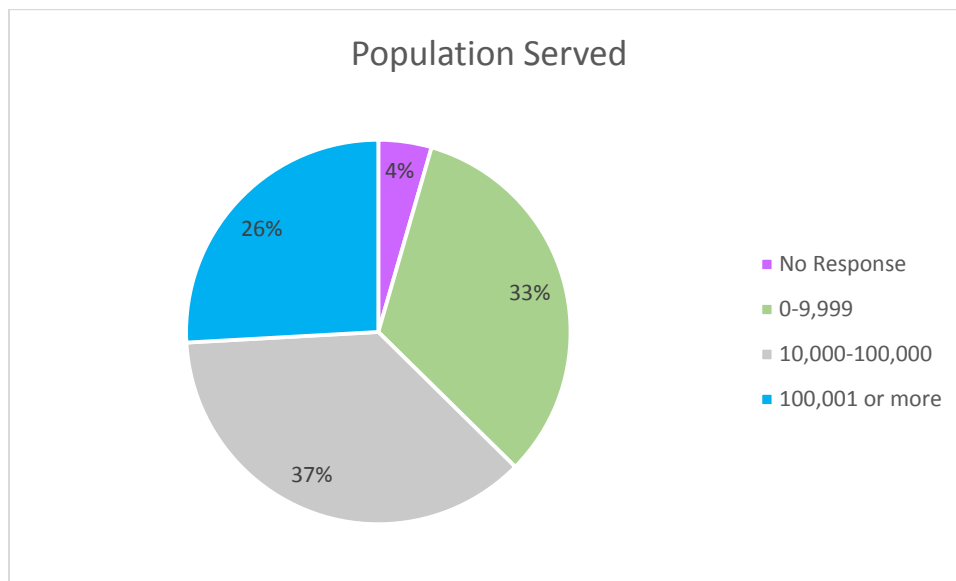


Figure 1. The sizes of populations served by workshop participants.

Workshops participants represented a range of stakeholders in the brownfields process. The most frequently represented stakeholders were city or county staff/representatives (83), economic development (50), consultants (50), non-profit organizations (48), community development (37), and tribal governments (30). Participants were able to select as many categories as applied. For a more detailed overview of participant representation, please see Appendix B.

***Workshop outcomes.***

Workshop participants are asked to complete a Retrospective-Post survey form at the completion of the workshop. The survey asked questions that measure changes in participants’ knowledge about brownfields, their readiness to participate in brownfield redevelopment or grant writing, and perceptions of available resources before and after the workshop.

*Useful experience.*

Participants were asked to what degree they thought they would be able to use what they learned in the workshop in their jobs or communities, using a scale of one to five, where one equals not useful and five equals highly useful. The average response to this question was 4.3 on a 5 point scale. Eighty-six percent of participants rated the degree of usefulness at four or higher, with nearly 48% of participants choosing five. More detail on the responses is presented below in Figure 2 below.

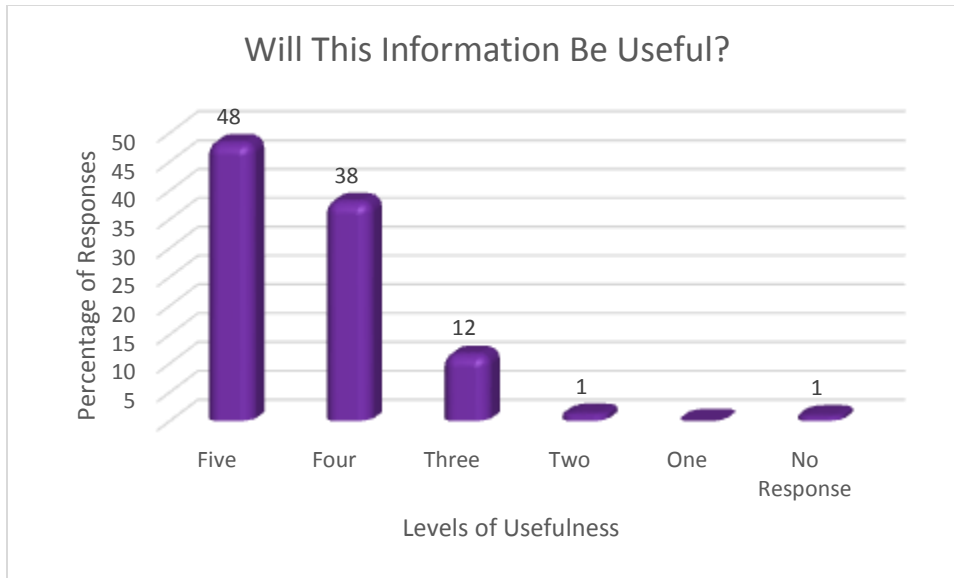


Figure 2. Level of usefulness of workshop information.

*Preparedness.*

Depending on the type of workshop, participants were asked how prepared they were to participate in brownfield redevelopment or write a grant for brownfields funding. Prior to the workshop, 43% reported their level of preparedness to be somewhat prepared to very prepared. After the workshop, over 84% of participants reported their level of preparedness to be somewhat to very. Analysis indicates that the participants' level of preparedness increased as a result of attending the workshop and that the change was not due to chance. The figure below provides more details about the responses to this question.

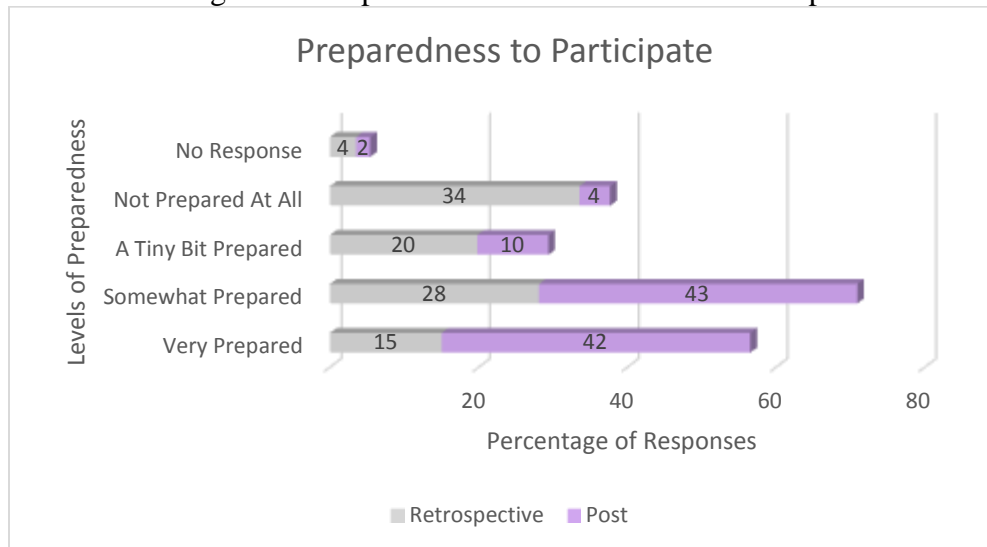


Figure 3. Changes in participants' preparedness to participate in brownfield redevelopment. Pre-workshop mean: 2.18 (SD=1.154), post-workshop mean: 3.18 (SD=.906), 4 point scale, p=0.000.

*Available resources.*

Depending on the type of workshop, participants were asked about their perception of resources available to help with brownfield redevelopment or writing a brownfield grant. Prior to the workshop, 19% of participants reported they felt their cup to be at least three-fourths full. After the workshop, 60% of participants reported they felt their cup of resources to be at least three-fourths full. Analysis indicates that the participants' perception of available resources increased as a result of attending the workshop and that the change was not due to chance. The figure below provides more details about the responses to this question.

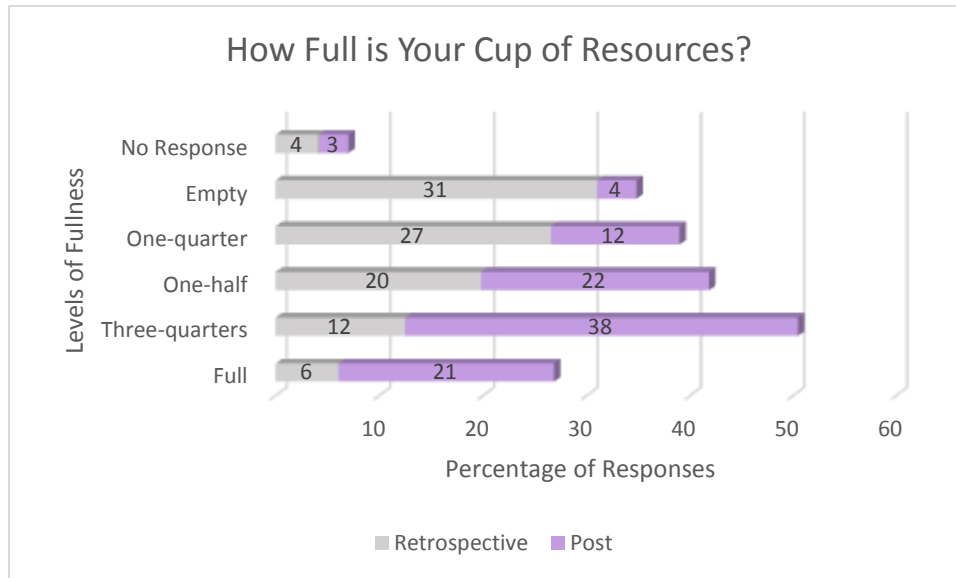


Figure 4. Changes in participants' perception of available brownfields redevelopment resources. Pre-workshop mean: 2.24 (SD=1.292), post-workshop mean: 3.51 (SD=1.222), 5 point scale, p= 0.000.

*Knowledge change.*

Participants in the Economic Revitalization Workshops were asked a series of questions to measure their perceived knowledge change about brownfields. The data below discusses the evaluation results from the 18 Economic Revitalization workshops conducted during the reporting period and represents feedback received from 292 participants.

Participants were asked to rate their understanding of what a brownfield is on a scale of one to five, where five equals a very high level of understanding and one a very low level. After the workshop, over 87% of participants rated their level of understanding at four or higher. Prior to the workshop, 38% rated their level of understanding at four or higher. Analysis indicates that participants perceived that their level of understanding increased as a result of attending the workshop. The figure below provides more details about the responses to this question.



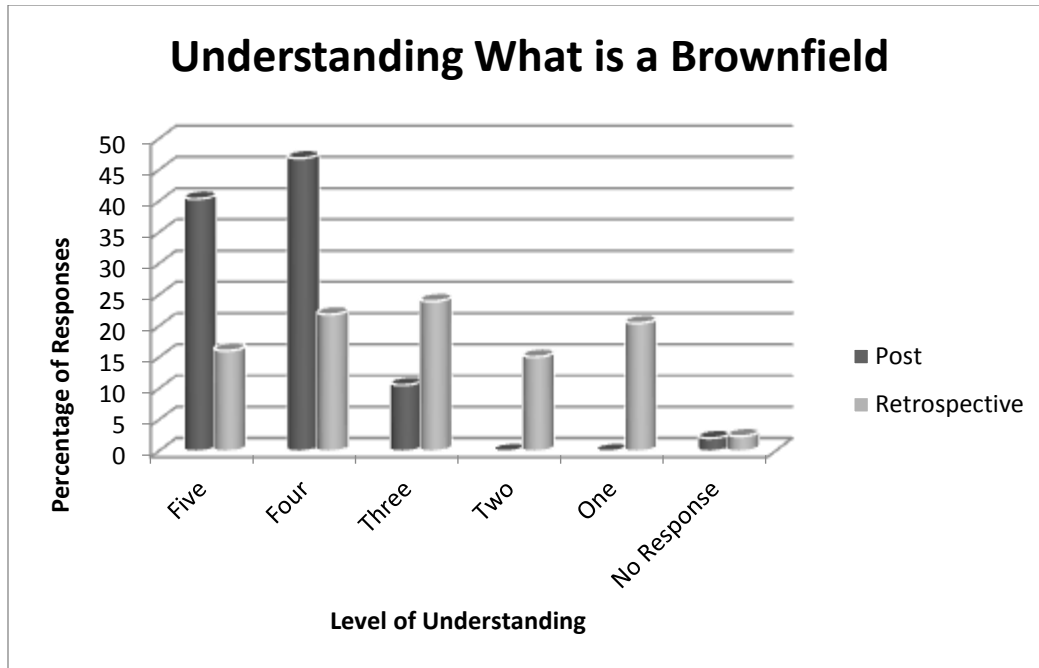


Figure 5. Changes in the level of understanding about what is a brownfield. Pre-workshop mean: 2.91 (SD=1.432), Post-workshop mean: 4.22 (SD=.892), 5 point scale, p= 0.000.

Participants were asked about the number of brownfields sites they thought were located in their communities.

After the workshop, 77% of participants reported they thought there were five or more brownfield sites in their communities. Prior to the workshop, 53% reported they thought there were five or more brownfield sites in their communities. Analysis indicates that participants' awareness of the number of brownfields located in their communities increased as a result of attending the workshop. The figure below provides more details about the responses to this question.

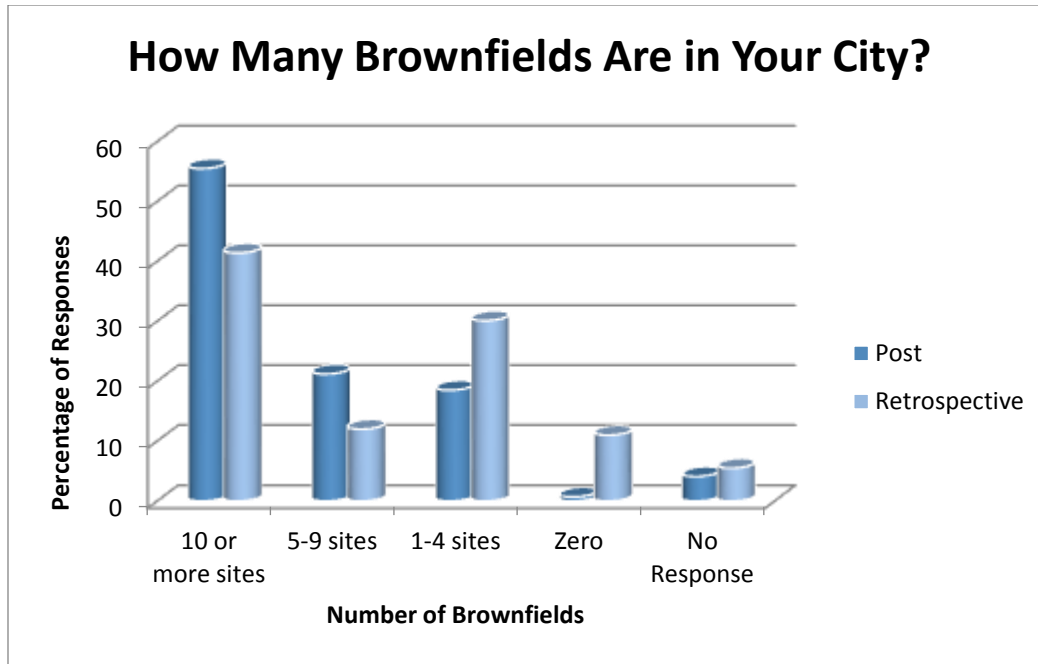


Figure 6. Changes in participants' awareness of the number of brownfields in their communities. Pre-workshop mean: 2.73 (SD=1.257) (1-4 brownfields), post-workshop mean: 3.23 (SD=1.042) (5-9 brownfields),  $p=0.000$ .

Participants were asked to identify how many state or federal brownfields assistance programs were available to help communities with brownfield redevelopment. After the workshop, over 70% of participants reported they knew of five or more programs that provide support to brownfields. Prior to the workshop, a little over 26% reported they knew of five or more programs. Analysis indicates that the number of programs participants knew about increased as a result of attending the workshop. The figure below provides more details about the responses to this question.

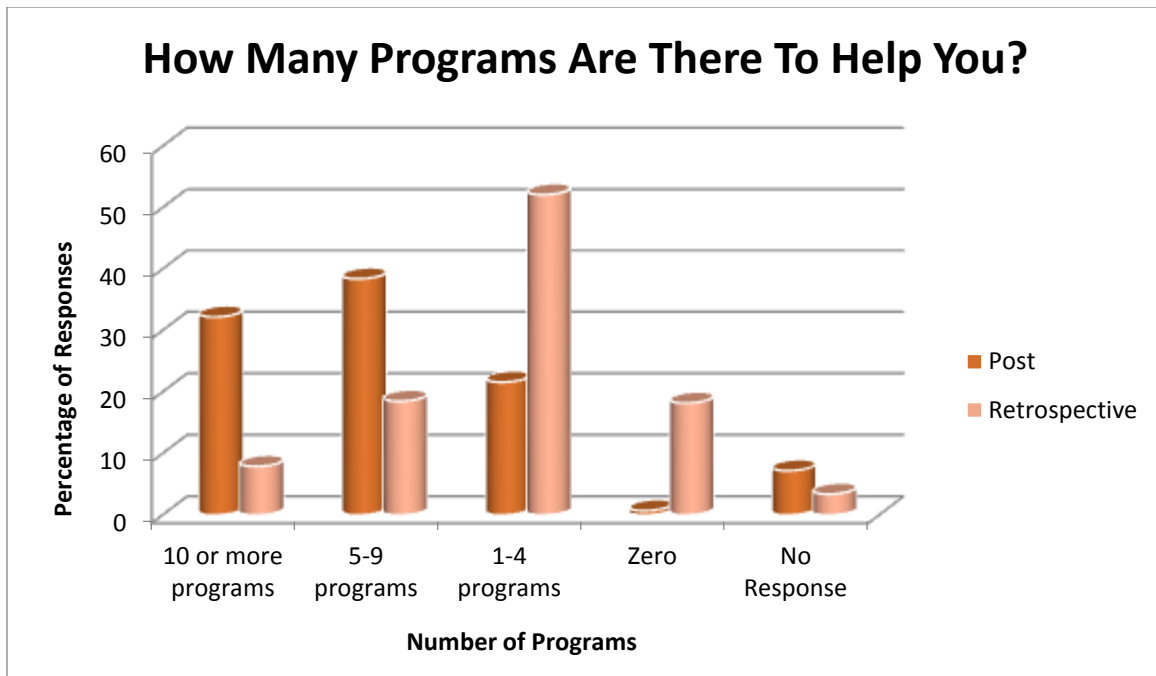


Figure 7. Changes in number of assistance programs participants knew about. Pre-workshop mean: 2.09 (SD=.902) (1-4 programs), post-workshop mean: 2.88 (SD=1.096) (5-9 programs),  $p=0.000$ .

### Webinars

TAB's goal is to conduct regional and national webinars. State level webinars are conducted upon request. Two national webinars were held during the project period and advertised through TAB's network in each region. Two regional webinars were held in Region 7 and two state webinars were held.

- National: webinar (NALGEP) "Tips for Successful Brownfields Grant Proposals," was held on October 30, 2014; approximately 100 attended.
- National: webinar "2014 TAB-EZ and Grant Proposal Writing Strategies," was held on November 4, 2014; 80 attended.
- R7: Two interactive webinars "TAB Brownfields AC Proposal Writing Strategies," were held on November 10 and November 20, 2014; 17 and 41 attended, respectively. Although designed with R7 in mind, 36 of those registered for Nov. 20 were from other EPA regions, including 25 from Regions 2, 4, 9 and 10. The virtual webinar included live tabulation of participant evaluations of two successive proposals for the same project, in which an unsuccessful proposal was revised and followed the next year by a successful one.
- R7: Nebraska, webinar "Making Brownfields Programs Work for Your Community," June 9, hosted by TAB and Nebraska Department of Environmental Quality (NDEQ); 53 attended.
- R8: South Dakota, webinar "Making Brownfields Programs Work for Your Community," May 6, hosted by South Dakota Department of Environment and Natural Resources and a number of regional government organizations; 32 attended.

The data below discusses the evaluation results from the state and regional webinars conducted during the reporting period and represents feedback received from 43 participants, unless otherwise noted. The data represents nationwide participation in the webinar.

***Population served.***

Participants were asked to indicate the size of the communities they represent. The figure below shows the populations of the communities served by workshop participants.

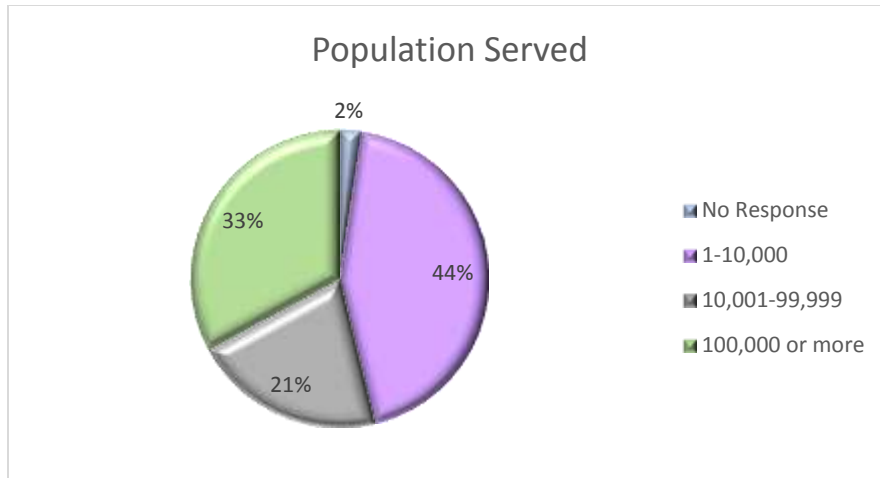


Figure 8. The sizes of populations served by webinar survey participants.

Webinar participants represented a range of stakeholders in the brownfields process. They included representatives from state and local government; economic development specialists and staff; city and county commissioners, administrators, and environmental staff; non-profit organizations; planners; and consultants. Fifteen states were represented by the webinar survey participants. Of these, nine were states in KSU TAB’s service area. For more details on participants and states represented, please see Appendix B.

***Webinar outcomes.***

Participants were asked to rate the program in terms of its ability to provide them with information that was useful, timely, unbiased and easy to understand. The most common responses to these questions were excellent (51-72%) or good (23-44%). The figure below provides more details about the responses to these questions.

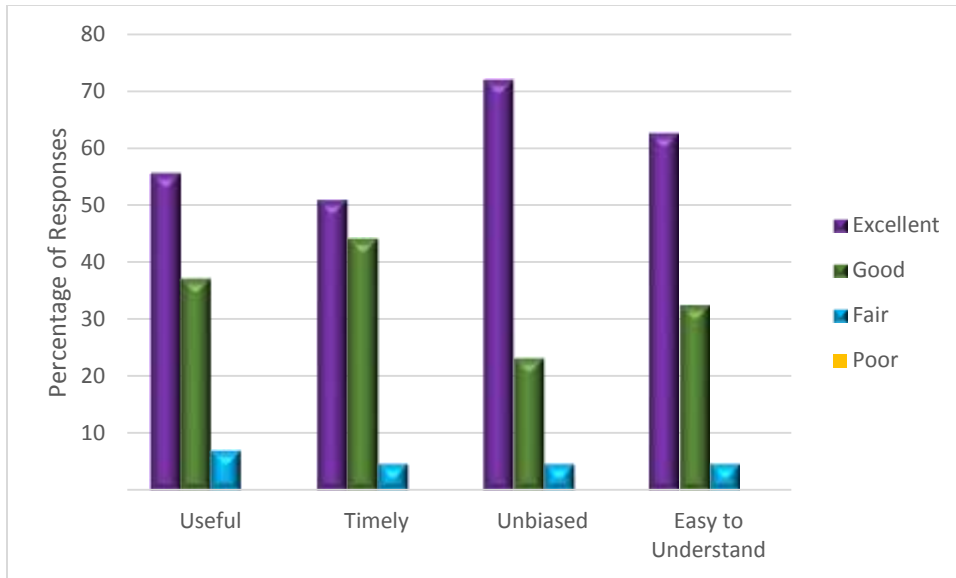


Figure 9. Participant ratings on useful, timely, unbiased and easy to understand information.

Participants were asked about the likelihood that they would recommend the program to colleagues. Sixty-seven percent responded that they were very likely to recommend the program to others. The figure below provides more details about the responses to this question.

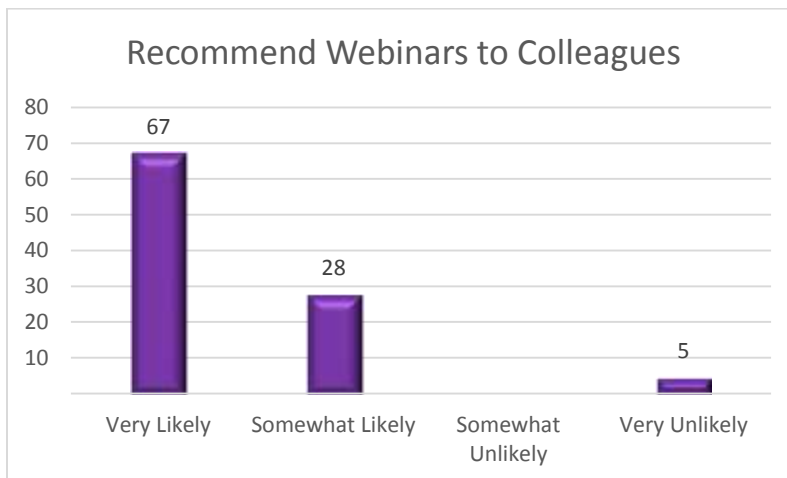


Figure 10. Participants' likelihood of recommending program to colleagues.

Participants were asked to compare their knowledge about greener cleanups before and after the webinar. Four areas of knowledge were included: principles, benefits, opportunities for greening assessment and cleanups, and techniques for greening assessment and cleanups. Findings related to each question are presented in the table below, with respect to participants who rated their knowledge as considerable or moderate. Further details are provided in Appendix B.

Table 4

Self-reported rating of webinar content areas as considerable or moderate

Content	Before	After	% Change
EPA’s Proposal Evaluation Process	40%	100%	+60%
State’s Role in Proposal Development	45%	100%	+55%
Community Need	65%	100%	+35%
Project Description and Feasibility	60%	100%	+40%
Community Engagement and Partnerships	55%	100%	+45%
Project Benefits	70%	100%	+30%
Capability-Past Performance	60%	95%	+35%
Definition of Brownfields	67%	100%	+33%
Brownfield Redevelopment Process	60%	95%	+35%
Available Resources	55%	95%	+40%

Participants were provided a list of actions that could be taken as a result of their participation in the webinar. They were asked to indicate the likelihood that they would take these actions in the next six months. The majority of responses indicated that participants were either very likely or somewhat likely to take each of the presented actions. Between 38% and 81% indicated they were very likely to take actions, which ranged from seeking additional information to investigating brownfield opportunities and applying for grants. The figure below provides more details about the responses to this question.

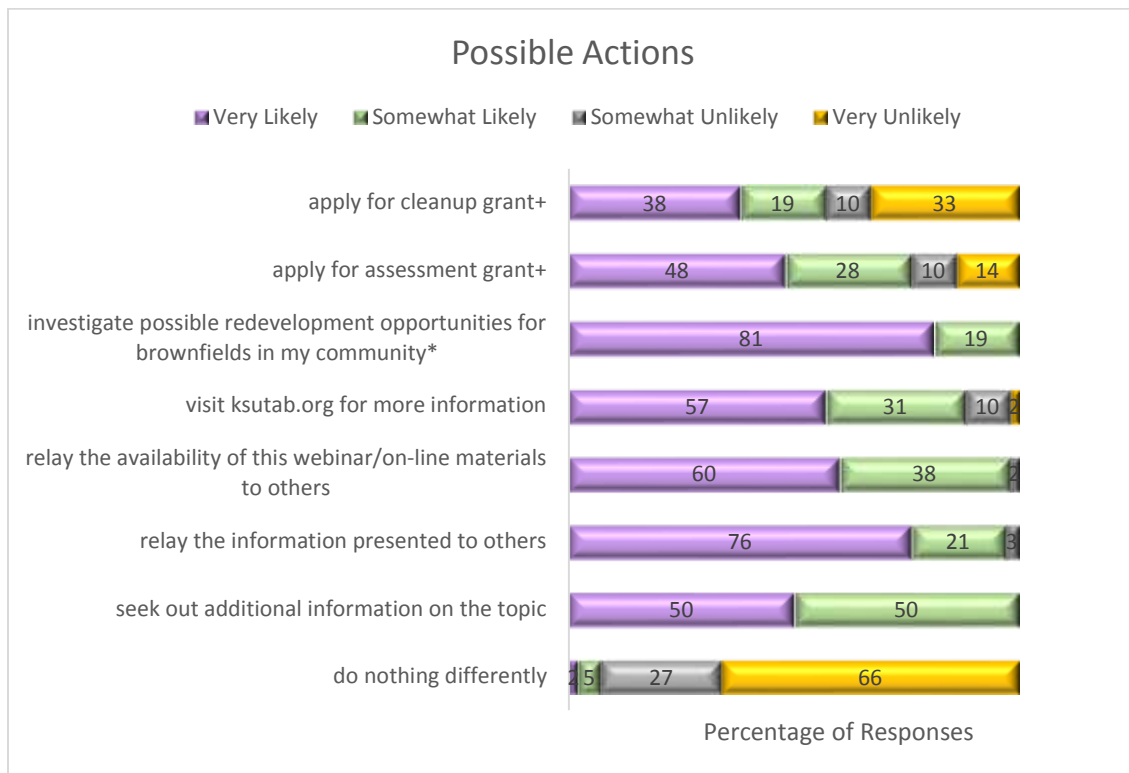


Figure 11. Participant intentions for action related to webinar content (n=42).  
 + - asked of grant writing webinar participants only (n=21)  
 \* - asked of introduction to brownfields webinar participants only (n=21)

## Invited Presentations

TAB representatives routinely provide education on brownfields to a variety of organizations and events nationally and in the 21 state service area. During the reporting period, TAB participated in invited presentations at 15 separate events, reaching a minimum audience of 358 people. This includes presentations at national, regional and state conferences and workshops, as well as individual organizations interested in learning more about brownfields. Specific details on the invited presentations provided during the reporting period can be found in Appendix B.

## Task 2 Summation

TAB exceeded its goals for the number of workshops offered in the reporting period (26 workshops; the yearly goal is 23). TAB physically offered workshops in 17 states during the reporting period. Although regional workshops were not physically held in North Dakota, South Dakota, Michigan, and Wyoming, two workshops were held at border locations to North Dakota and South Dakota; and a series of community-specific workshops were conducted across the upper peninsula of Michigan. Wyoming is the only state that was not served in some way by a workshop, due to cancellation of a scheduled event because of low enrollment and conflicting state agency schedules.

TAB did not meet its goal of providing 40 webinars. In response to low interest in webinars from individual states and Regions, TAB promoted the events more widely and archived them to make them available for a wider audience of viewers. Two national, two Region 7, and two state webinars (one in North Dakota and one in South Dakota) served each of the 21 states at least twice (which might be considered as 42 opportunities to view a webinar, on a per state basis). The webinar offered in Region 7 drew participants from four EPA Regions outside of the KSU TAB service area.

In terms of the workshops TAB delivered in the reporting period, evaluation data suggests that they were very successful on many levels. First is in terms of the population goals that TAB has for its site service. The population of workshop attendees completing evaluation surveys met TAB's site service population goals, as shown in Table 5 (For a regional view, please see Appendix B). The second indicator of success is the types of participants attending workshops. The participants in the workshop are also representative of the range of stakeholders that need to be involved in successful brownfield redevelopment.

*Table 5*

*Population levels of workshop evaluation participants*

<b>Target goals</b>	<b>Outcomes</b>	<b>Target met</b>
50% with population of less than 100K	60%	Yes
25% with population of less than 10K	33%	Yes
One workshop/state/year	Held in 17 states / 20 states served*	No

Note: \* = 17 workshops were held in or directly adjacent to 20 states. A scheduled workshop in Wyoming was cancelled due to low enrollment and conflicting state agency schedules.

The third indicator of success is related to the evaluation results. There were high levels of agreement among participants that the knowledge gained by attending the workshop was useful (86% ranked 4 or higher on a 5 point scale). Their stated intentions for using the knowledge gained indicate plans to apply it in advancing brownfield redevelopment efforts. Measures of Retrospective-Post responses to questions related to perceptions were rather dramatic, as shown in Table 6 below. Each measure was also shown to be statistically significant (not due to chance).

Table 6

*Changes in Retrospective/Post measures related to preparedness (somewhat to very prepared) and resources (at least ¾ cup full)*

<b>Item</b>	<b>Retrospective</b>	<b>Post</b>	<b>Change</b>	<b>Statistical Significance</b>
Preparedness	43%	84%	+41%	p=.000
Resources	19%	60%	+41%	p=.000

In terms of the webinar hosted by TAB, similar levels of success were demonstrated. Participants who completed evaluation surveys met TAB’s site service population goals and were representative of the types of participants who attend workshops. Like the workshops, evaluation of content and delivery indicate the webinar was successful in providing opportunities for learning and in potential for participants to take action.

**Task 3. On-line E-Tools and Resources**

K-State TAB continues to grow its online E-Tools and resources, providing multiple paths for its target audiences to access brownfield information. The K-State TAB website is at [www.ksutab.org](http://www.ksutab.org). During the reporting period, the site was visited 14,387 times by 8075 different users. Of the 14,387 visits by U.S. users, 77% were visits by users in the 21 states in K-State TAB’s service area. Fifty-one percent of users visited two or more times, 29% visited five or more times, and 20% visited nine or more times. The higher number of users from KSU’s service area is most likely due to use of the site for workshop and webinar registrations and downloads.

There are approximately 2956 active registered users (users who have accounts which are required to register for workshops and webinars and to access TAB EZ, BIT and on-line training). Of the 1341 users who have provided data on their state, 1079 are from the 21 states in the KSU TAB service area.

1343 users have provided data on the types of organizations they represent. As of March 31, 2015, 89 users are from tribes and 103 from micro-communities (population under 10,000). The number of users in all categories has increased from the previous reporting period. The table below provides more details.

Table 7

*Number of users in target audience groups*

<b>User Group</b>	<b>Current number of users</b>	<b>Year 1 number of users</b>
Private Citizen	143	22
City Official > 100,000 People	58	21
City Official 10,000 - 100,000 People	123	30
City Official < 10,000 People	103	14
County	63	23
Regional Planning/Economic Development (Govt.)	152	28
Other Not-For-Profit	158	27



<b>User Group</b>	<b>Current number of users</b>	<b>Year 1 number of users</b>
State	126	38
Tribe	89	36
Federal	57	13
Private Development or Consulting	271	64

TAB EZ usage data indicates that over 40 proposals were drafted in TAB EZ (up from 30 last year), and that approximately 70 other proposals were drafted outside of TAB EZ in a separate word processing program, while users viewed TAB EZ as a reference.

BIT was visited approximately 1,600 times by approximately 500 registered users. Users from approximately 50 cities or tribes spent an hour or more working in BIT. Progress for approximately 30 sites were entered into ACRES from BIT this year. We expect regular usage of BIT, and reporting to ACRES from BIT, to increase significantly upon completion of the BIT-ACRES Interface.

On-line training materials are in various stages of development. Two programs have been completed in the reporting period: Historic Preservation and Brownfield Redevelopment and Environmental Planning: Using Federal Processes to Promote Local Objectives. Following is a list of programs currently in production:

- Greener Cleanup for Brownfields
- Brownfield Basics
- Energy Performance Contracting
- Green Infrastructure as an Economic Development Tool
- Economic Development, Economic/Fiscal Impact Analysis and Public Finance

### **Website Users Survey**

In January 2015, a survey of website users was conducted to gain insight into its target audience and to learn users' perceptions of the quality and ease of use of the ksutab.org features. Results below are based on the responses of 205 users, unless otherwise noted.

#### **User profiles.**

Participants were asked to indicate the size of the communities they represent. The figure below shows the populations of the communities served by survey respondents.

## Population Served

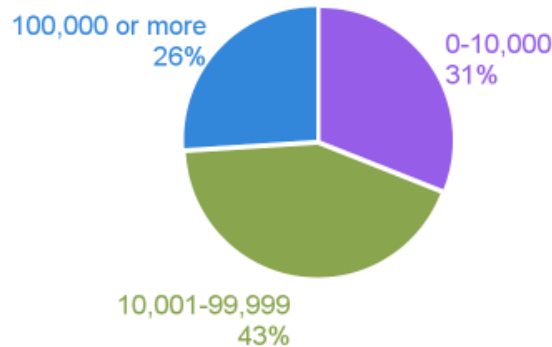


Figure 12. The sizes of populations served by survey respondents.

Survey respondents represented a range of stakeholders in the brownfields process. The most frequently represented stakeholders were city or county staff/representatives (59), economic development (38), consultants (37), state agencies (26), non-profit organizations (25), community development (23), and tribal governments (22). Participants were able to select as many categories as applied. For a more detailed overview of participant representation, please see the Appendix C.

Survey respondents represented 37 states, and all 21 states in the K-State TAB service were represented in the survey. Twenty-three percent of respondents live in or represent an Environmental Justice community and 14% live in or represent a Tribal community.

### **User perceptions.**

Survey respondents were asked to rate the quality and ease of using a variety of website features. Four features were included in quality ratings: online training, BIT, TAB EZ and the Resources section of the website. Respondents were asked to rate the quality of each feature on a scale of one to ten, with ten being the highest. The range of means for each feature ranged from 7.31-7.9 on a ten point scale. The figure below provides more detail on the responses.

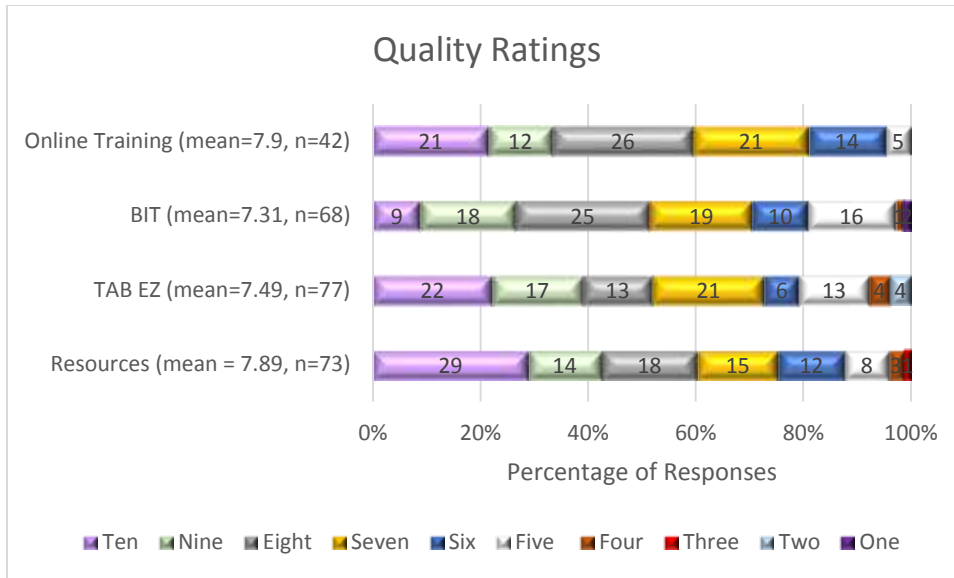


Figure 13. Survey participant ratings of quality of E-tools and resources.

Seven features were included in ease of use ratings: workshop registration, webinar registration, resources, contacting a TAB provider, online training, BIT, and TAB EZ. Respondents were asked to rate the ease of using each feature on a scale of one to five, with five being the highest. The range of means for each feature ranged from 4.05-4.47 on a five point scale. The figure below provides more detail on the responses.

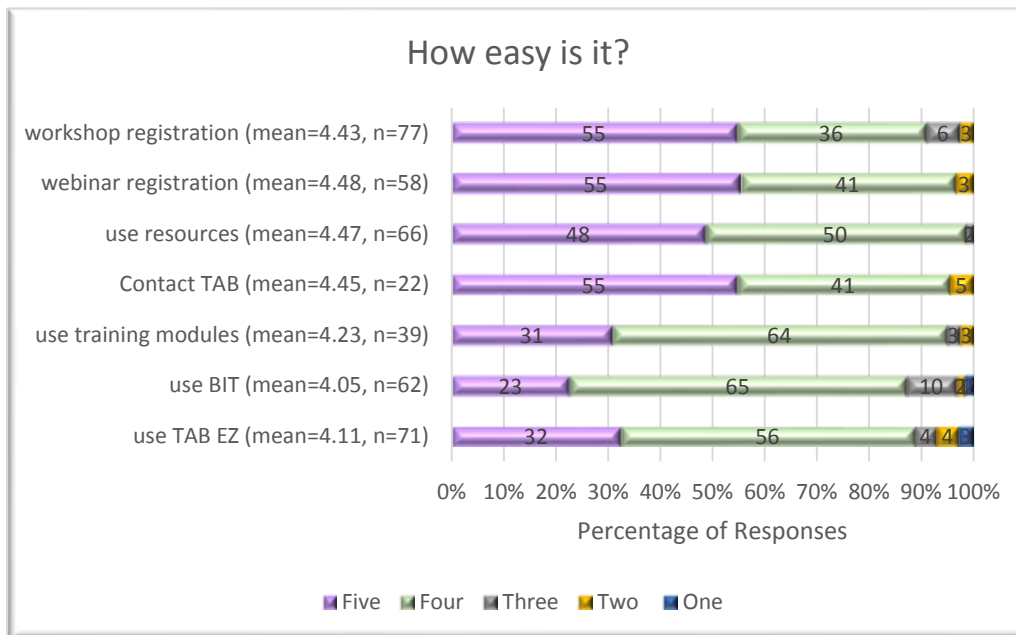


Figure 14. Survey participant ratings of ease of use of E-tools and resources.

Survey respondents were asked for additional comments several times during the survey. Below are a sample of the responses received. In addition to the positive comments received, there are also numerous

suggestions for improvement. These comments will be considered in making future updates and modifications to the website and E-Tools.

- The resources are in plain language and a big help to communities. All TAB resources help build capacity in communities - very important.
- TAB should be proud of this website.
- While working with many Tribes over the years, most found BIT easy to use and useful for recording inventory information
- My experience with environmental issues has been minimal; however, as my community focuses more on environmental issues, I am likely to use the site more. It appears to be a wealth of resources.
- The TAB workshops are effective ways to spread the word about resources that help improve communities. We have a project in our town that came about specifically because of what we learned from the TAB workshops. The TAB online database is an effective way to share details about brownfield projects in our area.
- So far this (TAB EZ) application has been great, a life saver. What is more impressive is the other help, technical and otherwise. This is our first attempt to submit this grant, so the idea that I can have my application reviewed prior to turning it in is incredible. Nicely done and thank you.
- Staff returned phone calls and emails in a very timely manner. In most cases, within a few hours. Often staff was immediately available and answered the phone or email.
- It was my first time writing a USEPA Brownfields Assessment Coalition grant, and we were awarded. The review service provided by your program was excellent. Thanks!!

### **Task 3 Summation**

The use of the [www.ksutab.org](http://www.ksutab.org) website has increased from the last reporting period. This includes useage of TAB EZ to draft Assessment and Cleanup grant applications, and the use a reporting interface in BIT to submit site progress to ACRES. Although the new consolidated web site was only operational for seven months in the previous reporting period, site traffic in the current reporting period is nearly 60% higher. Progress has been made in developing on-line programs and work continues to develop additional on-line training. The use of the site by TAB's target audiences has increased. A survey of site users indicates that they perceive the site to be easy to use and a source of quality information.

### **Task 4. Participatory Evaluation**

TAB's goal is to develop the Community Brownfield Redevelopment Capacity Rubric for measuring, tracking and evaluating the long-term impact of Site-Specific Technical Assistance. The rubric will allow TAB to capture service providers and recipient perspectives on progress at sites to more accurately measure needs and gains.

Currently, the rubric is in the peer review stage, with a pilot anticipated in Summer 2015. The tool was developed by a working group comprised of representatives from the major stakeholders in the TAB program (communities, state environmental agencies, EPA, and TAB service providers). The peer review process is scheduled for completion at the end of April 2015. The peer reviewers also represent TAB program stakeholders. A version of the draft rubric is available in the appendix.

## Task 4 Summation

Progress on the development of the rubric was slower than anticipated, but the goals will be achieved within the project period.

### Conclusions

The table below shows the overall anticipated TAB Program outcomes and outputs. As the above review of program activities revealed, significant progress was made in achieving or exceeding program outputs on most of the items listed in the table below. Goals were “technically” not achieved in the areas of offering one workshop in each state and performing 40 webinars. However, TAB exceeded the goal of total workshops offered (26), and only one state was not served (due to cancellation of an event, due to low enrollment). Although states and EPA Regional partners were generally not interested in webinars, the six total webinars offered by TAB were archived and promoted widely, and made available to participants in each of the 21 states in our service area at least twice (which might be thought of the opportunity to view 42 webinars, on a per-state basis). TAB expects these areas to quantitatively improve in the next reporting cycle, assuming there is interest by state and local partners.

Table 8

#### Overall program outcomes and outputs

Outcomes	Outputs
<ul style="list-style-type: none"><li>• Increased recognition, assessment, cleanup, and sustainable reuse of brownfields to reduce environmental contamination</li><li>• Better inform and equip communities to effectively address and be involved in brownfields activities</li><li>• Greater knowledge of environmental and human health conditions in micro, environmental justice and newly created brownfields communities</li><li>• Greater community involvement, communication, and partnerships among differing stakeholders; leveraging partnerships for funding</li><li>• Enable communities to stimulate economic and other beneficial reuses of brownfields sites to improve environmental conditions and human health</li></ul>	<ul style="list-style-type: none"><li>• Site specific Technical Assistance to communities, 40-60 communities/year</li><li>• 20 Workshops and 40 Webinars/year</li><li>• Update and maintain On-line E-tools and Resources (BIT/TABEZ/Additional Resources)*</li><li>• Implement Participatory Evaluation Strategies</li><li>• Annual and quarterly reporting to EPA headquarters, regional offices, TAB partners, and other interested parties</li></ul>

\* Note: on-line e-tools are national in scope

The evaluation results indicate that program outputs are supportive of addressing outcomes.

### Outcome 1: Increased Recognition, Assessment, Cleanup, and Sustainable Reuse of Brownfields to Reduce Environmental Contamination

With respect to site specific services provided, at least 315 acres of brownfield property are being addressed. Most of the sites are related to assessment and/or cleanup activities and at least 18% involve at least one element of sustainable reuse. This count does not include the many acres associated with

more than 35 area-wide assessment and planning (and coalition assessment) proposal initiatives that TAB assisted communities with this year.

With respect to webinars, participants indicated their intentions to take action related to assessing and cleaning up property. Fifty-seven percent reported they were somewhat to very likely to apply for a cleanup grant and 76% for an assessment grant. Eighty-one percent reported they were very likely to investigate possible redevelopment opportunities for brownfields in their communities.

### **Outcome 2: Better Inform and Equip Communities to Effectively Address and Be Involved in Brownfields Activities**

TAB's site specific services provide opportunities for local participants to learn about the brownfield redevelopment process through real world application and involvement in their own projects. During this reporting cycle, 142 communities participated in activities that help them develop the capacity to engage in brownfield redevelopment.

Workshops and webinars are also pathways of providing education and capacity building to communities involved in brownfield activities. Participants in TAB programs report increased knowledge of brownfields and brownfield-related topics and resources, as well as increased readiness for taking action. Workshop participants reported significant changes in their readiness to participate in brownfields redevelopment (+41%) and in their awareness of resources available to them (+41%).

### **Outcome 3: Greater Knowledge of Environmental and Human Health Conditions in Micro, Environmental Justice and Newly Created Brownfields Communities**

TAB is increasing its focus on underserved communities who generally have greater resource deficiencies. TAB met its goal of 25% of served sites being micro communities and 25% being environmental justice communities. While TAB did not meet the overall goal of 25% of total served sites special regional issues communities, this may be due in part to far exceeding the target goal of serving 40-60 (total) sites per year. With a goal of 40-60 sites, 25% special regional issues communities would be in the range of 10-15 sites. TAB served 25 special regional issues communities in the reporting period, or 42% of the maximum target of 60 sites.

TAB's workshops and webinars also provide underserved communities with the opportunity to increase their knowledge. At least 33% of workshop participants were from micro-communities and at least 30 participants were representatives of tribal governments. At least 44% of webinar participants were from micro-communities. TAB also provides these target communities with access to resources and training program housed at its website. Of the users who have provided details on their communities, at least 89 of them are from tribal and 103 are officials from cities with populations of 10,000 or less. The website user survey participants were represented by these target populations: 23% were from environmental justice communities, 14% from tribal communities, and 31% from micro-communities. TAB also presents, exhibits, and provides a help desk for the Brownfields Inventory Tool at the annual Tribal Lands Forum, in partnership with EPA's ACRES database staff.

### **Outcome 4: Greater Community Involvement, Communication, and Partnerships Among Differing Stakeholders; Leveraging Partnerships For Funding**

Site specific service often provides opportunities for community involvement and relationship building. TAB attended community/stakeholder meetings in 32 communities, worked with nine communities on addressing community education and stakeholder needs, with six communities in re-use visioning

sessions, and with nine communities on local workshops. All of these activities bring stakeholders together to focus their efforts on advancing redevelopment projects.

TAB workshops also provide opportunities for stakeholders to network and develop relationships. Representatives from several of stakeholder groups attend workshops. Many participants also report that they intend to share knowledge learned at the workshops with others in their community. Data from webinars underscores the intentions of participants in TAB programs to communicate with others about brownfield issues: 97% of participants reported they were somewhat to very likely to relay information from the program to others.

### **Outcome 5: Enable Communities to Stimulate Economic and Other Beneficial Reuses of Brownfields Sites to Improve Environmental Conditions and Human Health**

During the reporting period, TAB worked with 42 communities to identify resources to assist with brownfield redevelopment efforts. TAB also engaged 12 communities in evaluating redevelopment options. Workshops offered also increased participants perception of the resources available to them and their readiness to participate in brownfield redevelopment efforts (see outcome 2 above).

#### **Recommendations/Action Steps**

TAB made progress on all tasks and achieved or exceeded many of its goals in the reporting period. Specific areas of focus for next year are listed below.

##### Site Specific Service

- Increase the number of special regional issues communities served (as a percentage of actual total communities served [142 total served this year] – goal was met based on initial goal [for 40-60] total communities served)

##### Workshops and Webinars

- Offer one workshop in every state or that at least serves every state by workshops at border locations (WY not served, due to cancellation); and increase the number of state-specific webinars, if state and local partners are interested.

##### On-Line E-Tools and Resources

- Promote the availability of online training programs
- Upon completion, promote the availability of the BIT – ACRES interface in the Brownfields Inventory Tool

##### Participatory Evaluation

- Complete pilot testing of Community Brownfield Redevelopment Capacity rubric
- Establish guidance/procedures for administering rubric and utilizing data

## Appendix A: Site-specific Technical Assistance to Communities

*Table 1*

*Target goals and outcomes for site-specific service: Regional perspectives*

*Region 5*

<b>Target goals</b>	<b>Outcomes</b>	<b>Target met</b>
10-15 communities/year	44	Yes
50% with population of less than 100K	77%	Yes
25% with population of less than 10K	36%	Yes
25% environmental justice communities	39%	Yes
25% special regional brownfield sites	9%	No
One site/state/year	5-10 per state	Yes

*Region 6*

<b>Target goals</b>	<b>Outcomes</b>	<b>Target met</b>
10-15 communities/year	35	Yes
50% with population of less than 100K	63%	Yes
25% with population of less than 10K	31%	Yes
25% environmental justice communities	26%	Yes
25% special regional brownfield sites	26%	Yes
One site/state/year	5-9 per state	Yes

*Region 7*

<b>Target goals</b>	<b>Outcomes</b>	<b>Target met</b>
10-15 communities/year	29	Yes
50% with population of less than 100K	79%	Yes
25% with population of less than 10K	34%	Yes
25% environmental justice communities	28%	Yes
25% special regional brownfield sites	14%	No
One site/state/year	5-10 per state	Yes

*Region 8*

<b>Target goals</b>	<b>Outcomes</b>	<b>Target met</b>
10-15 communities/year	34	Yes
50% with population of less than 100K	74%	Yes
25% with population of less than 10K	41%	Yes
25% environmental justice communities	32%	Yes
25% special regional brownfield sites	24%	No
One site/state/year	2-18 per state	Yes



Table 2

Overview of communities served: All regions

Site Name	Region	State	Type	Status	Sustainable Reuse	Acreage
Abington	5	IL				
Madison County	5	IL				
Ottawa	5	IL	assessment	completed	yes	
Pilsen & Little Village, (Chicago)	5	IL				
South Suburbs (Chicago)	5	IL		completed	yes	5
Strasburg	5	IL				
Western Illinois University, Moline	5	IL	assessment	ongoing		5
Will County	5	IL				
Waukegan	5	IL	assessment	ongoing		
Columbus	5	IN				
East Central Indiana (ECIRPD)	5	IN				
Gary	5	IN		ongoing		
Indiana Brownfields Program	5	IN				
Lake Station	5	IN				
Lawrence	5	IN				
Michigan City	5	IN				
South Bend Brownfields Coalition	5	IN	assessment	complete	yes	10
Alger County (Munising, Michigan)	5	MI		complete	yes	
Branch County	5	MI				
Douglas	5	MI				
K.I. Sawyer, Michigan (Marquette County)	5	MI				
Munising	5	MI		complete	yes	
Saginaw Chippewa Indian Tribe, Mt. Pleasant	5	MI				
Central Iron Range Initiative	5	MN				
Fond du Lac Bank of Lake Superior Chippewa Tribe	5	MN				
Granite Falls	5	MN				
Hastings (City of)	5	MN				

Site Name	Region	State	Type	Status	Sustainable Reuse	Acreage
Hoffman	5	MN		completed		
Leech Lake Tribe, Cass Lake	5	MN				
Lower Sioux Tribe	5	MN				
Ortonville	5	MN		completed		
Red Lake Tribe, Little Rock	5	MN				
St. Paul	5	MN		completed	Yes	
Cleveland, Opportunity Corridor	5	OH	assessment		Yes	
Higginsport	5	OH	assessment			
Jefferson County	5	OH				
Newark (City of)	5	OH				
Toledo	5	OH				
Youngstown	5	OH				
Aracadia	5	WI				
Bad River Band of the Lake Superior Tribe of Chippewa Indians	5	WI				
Milwaukee	5	WI				
Oneida Tribe of Indians Near Appleton	5	WI				
Racine	5	WI		completed	yes	
Dumas	6	AR	assessment	completed		
East Arkansas (EAPDD -12 Counties served)	6	AR				
El Dorado	6	AR				
Hot Springs	6	AR				
Jonesboro	6	AR				
Marion	6	AR				
Pulaski County	6	AR				
STRIVE Initiative (5 counties, rural)	6	AR		ongoing	yes	
West Arkansas (WAPDD -6 counties served)	6	AR				
Baton Rouge & East Baton Rouge Parish	6	LA				

<b>Site Name</b>	<b>Region</b>	<b>State</b>	<b>Type</b>	<b>Status</b>	<b>Sustainable Reuse</b>	<b>Acreage</b>
Dubach	6	LA				
Gray	6	LA				
Gretna	6	LA		completed		
Lake Charles (City of)	6	LA				
Monroe County	6	LA				
Natchitoches	6	LA	assessment			
New Orleans RPC (NORPC)	6	LA				
New Orleans - Groundwork New Orleans	6	LA	assessment	ongoing		
Acoma Pueblo	6	NM	assessment	ongoing	yes	
Bernalillo County	6	NM				
NMED (State of New Mexico)	6	NM				
Pueblo of Ista	6	NM				
Pueblo of Laguna	6	NM				
Bristow	6	OK	AWP			
Logan & Cleveland Counties (ACOG)	6	OK				
Mangum	6	OK				
Norman	6	OK	assessment	completed		
Oklahoma City	6	OK				
Pawnee	6	OK				
Austin	6	TX	AWA	completed		
San Antonio	6	TX				
San Juan	6	TX				
Temple	6	TX				
Texoma	6	TX	assessment			
Whitewright	6	TX				
Belle Plaine	7	IA		completed	yes	
Clayton County	7	IA				
Coralville	7	IA			yes	

Site Name	Region	State	Type	Status	Sustainable Reuse	Acreage
Dubuque	7	IA	assessment	ongoing		
East Central Iowa Coalition (Des Moines)	7	IA		completed		
Freemont County Economic Development Corp	7	IA	assessment	completed		
Letts	7	IA				
Strawberry Point	7	IA				
Wall Lake	7	IA				
Waterloo	7	IA				
Fort Scott	7	KS	assessment	completed		
Oak Grove Neighborhood Association	7	KS	cleanup	completed	yes	
Pittsburg	7	KS	AWP	ongoing	yes	
Prairie Band Potawatomi Nation	7	KS		ongoing		
Sac & Fox Nation	7	KS		ongoing		
Bootheel Regional Planning Commission	7	MO	assessment	completed		
Green Hills Regional Planning Commission	7	MO	assessment	completed		
Howardville	7	MO	cleanup	ongoing	yes	
Mt. Vernon	7	MO	assessment	completed		
Perry, Missouri (Mark Twain Regional Council)	7	MO	assessment	completed		
St. Joseph, MO-KAN	7	MO				
St. Louis (M-SLICE)	7	MO	AWP	ongoing	yes	
St. Louis (City)	7	MO			yes	
Wichita (Sunflower Community Action)	7	KS	job-training	completed		
Gering (NEPADD)	7	NE	Cleanup/RLF			
Kimball	7	NE	assessment	ongoing		110
Lincoln (Nebraska DEQ)	7	NE				
Wayne	7	NE	assessment	completed		
Winnebago Tribe of Nebraska	7	NE				
Adams County	8	CO	assessment	ongoing		

Site Name	Region	State	Type	Status	Sustainable Reuse	Acreage
Alamosa	8	CO	cleanup	ongoing		
Bent County	8	CO	cleanup	ongoing		
Brighton	8	CO				
Manassa	8	CO	assessment			
Cortez	8	CO				
Costilla County	8	CO	assessment			
Creede	8	CO	cleanup		yes	
Denver	8	CO	assessment	ongoing		
Kit Carson	8	CO	cleanup	ongoing		
Loveland	8	CO	assessment			
Montezuma County	8	CO	assessment	ongoing	yes	
Pueblo	8	CO	cleanup			
Region 9 EDD - SW Colorado	8	CO				
Rifle	8	CO			yes	
San Luis Valley	8	CO	assessment	ongoing		
Trinidad	8	CO	assessment			
Ute Mountain Ute Tribe	8	CO	assessment	ongoing	yes	12
Big Sky Economic Development	8	MT	assessment	ongoing	yes	
Central Montana Brownfields Coalition	8	MT	assessment	completed		
Confidential Site	8	MT		ongoing	yes	
Kalispell	8	MT	assessment	completed	yes	
Miles City	8	MT		completed	yes	
Missoula	8	MT	assessment			
Wolf Point	8	MT			yes	
Fargo, West Fargo	8	ND	assessment	ongoing		
Hazen	8	ND	cleanup	completed		
Three Affiliated Tribes	8	ND				
Sisseton Wahpeton Oyate Nation	8	SD				
Sweetgrass Development Corporation	8	SD	cleanup	completed		

<b>Site Name</b>	<b>Region</b>	<b>State</b>	<b>Type</b>	<b>Status</b>	<b>Sustainable Reuse</b>	<b>Acreage</b>
Orem	8	UT				
Meadowbrook	8	UT	assessment	ongoing		168
Green River Wyoming	8	WY	cleanup	ongoing	yes	
West Side neighborhood in City of Laramie	8	WY	cleanup	ongoing		5.6

*Table 3*  
*Typical community specific services provided*  
*Region 5*

<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Attend community/stakeholder meetings or conference calls	12	21
Community education and engagement	3	4
Document review	21	46
Identification of resources	10	14
Engaging or planning to engage in visioning process	3	7
Provide fact sheets or sample documents	4	6
Facilitate stakeholder communication	6	12
Evaluation of redevelopment options	6	12
Community Workshops	2	6
RFP/Q Development/Review	1	4
Answered EPA and other grants questions	32	51
BIT Assistance	1	1
TAB EZ assistance	0	3

*Region 6*

<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Attend community/stakeholder meetings or conference calls	7	12
Community education and engagement	3	5
Document review	19	40
Identification of resources	5	15
Engaging or planning to engage in visioning process	2	3
Provide fact sheets or sample documents	4	7
Facilitate stakeholder communication	3	5
Evaluation of redevelopment options	2	7

<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Community Workshops	2	3
RFP/Q Development/Review	1	3
Answered EPA and other grants questions	26	46
BIT Assistance	4	7
TAB EZ assistance	1	9

*Region 7*

<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Attend community/stakeholder meetings or conference calls	10	20
Community education and engagement	3	9
Document review	5	15
Identification of resources	11	12
Engaging or planning to engage in visioning process	1	4
Provide fact sheets or sample documents	4	6
Facilitate stakeholder communication	10	13
Evaluation of redevelopment options	1	5
Community Workshops	3	4
RFP/Q Development/Review	2	3
Answered EPA and other grants questions	12	21
BIT Assistance	2	5
TAB EZ assistance	1	1

*Region 8*

<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Attend community/stakeholder meetings or conference calls	2	6
Community education and engagement	0	2
Document review	11	24



<b>Type of service provided</b>	<b>Number of communities receiving service 2014</b>	<b>Cumulative number of communities receiving service 2013-18</b>
Identification of resources	16	23
Engaging or planning to engage in visioning process	0	1
Provide fact sheets or sample documents	1	7
Facilitate stakeholder communication	2	4
Evaluation of redevelopment options	3	10
Community Workshops	2	3
RFP/Q Development/Review	0	1
Answered EPA and other grants questions	25	41
BIT Assistance	3	7
TAB EZ assistance	0	7

## Appendix B: Workshops and Webinars

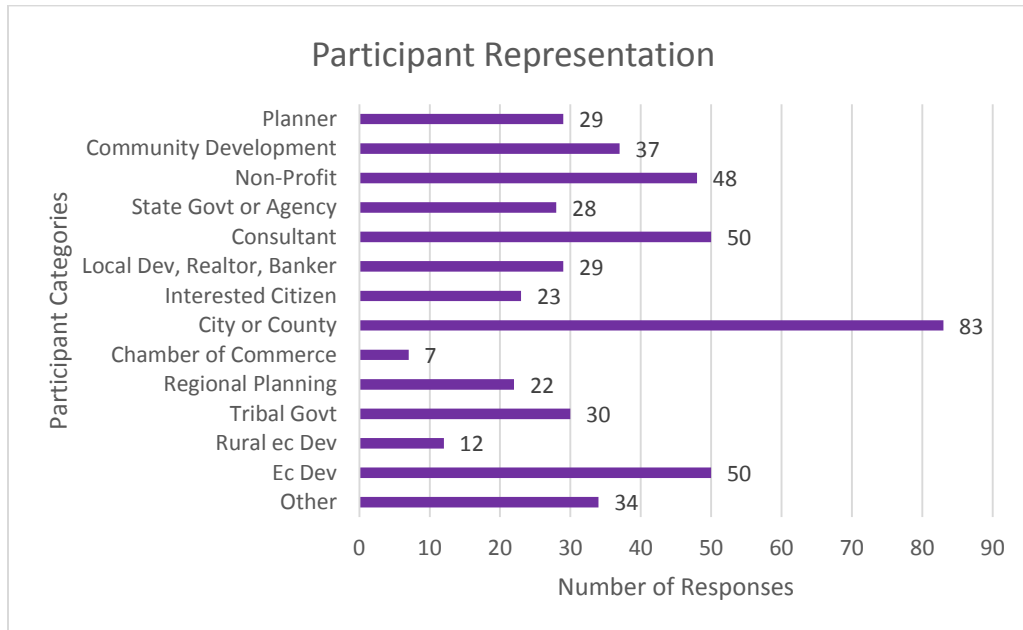


Figure 1. Number of workshop participants in each stakeholder category.

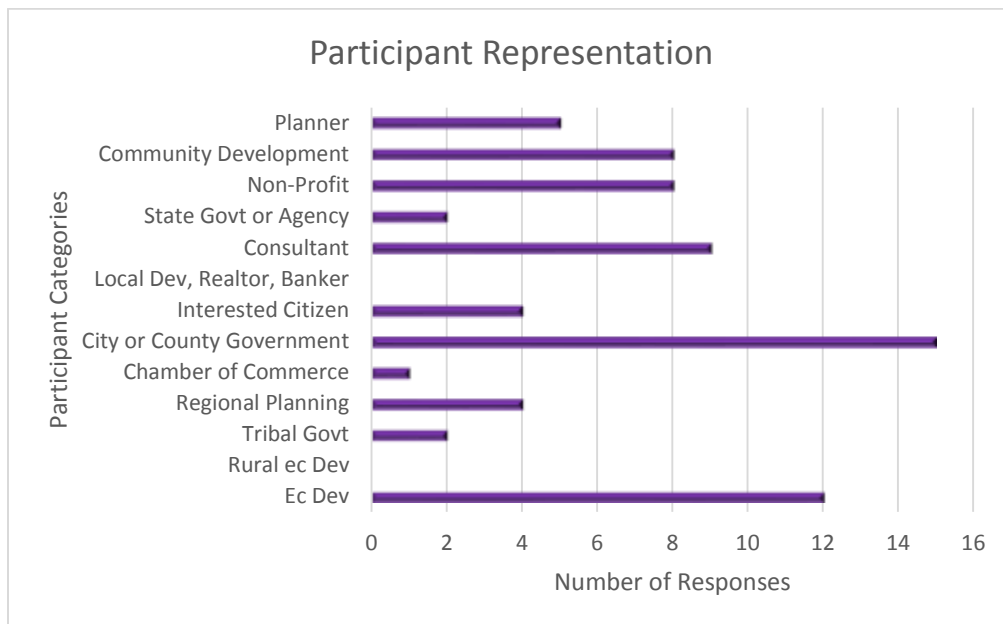


Figure 2. Number of webinar participants in each stakeholder category.

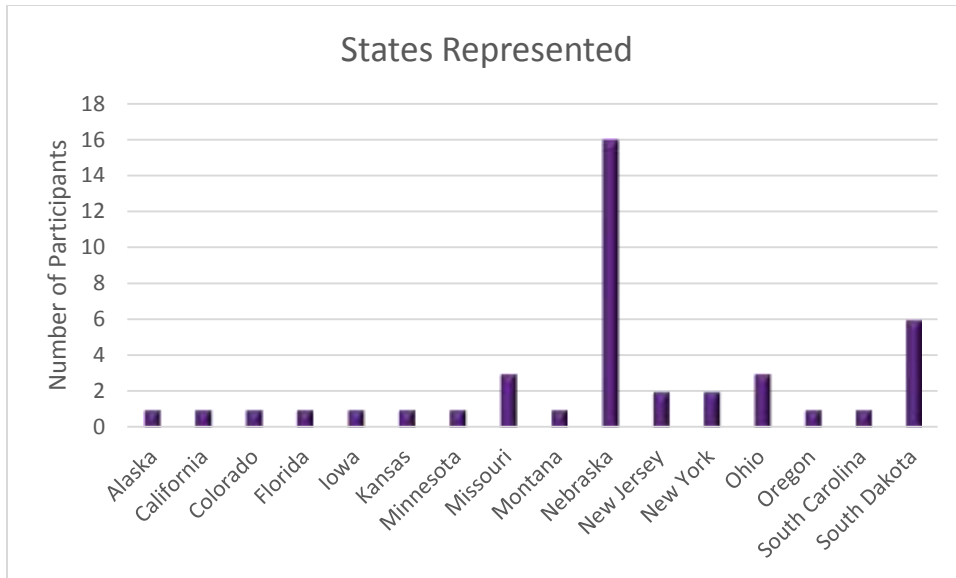


Figure 3. Webinar participants by state.

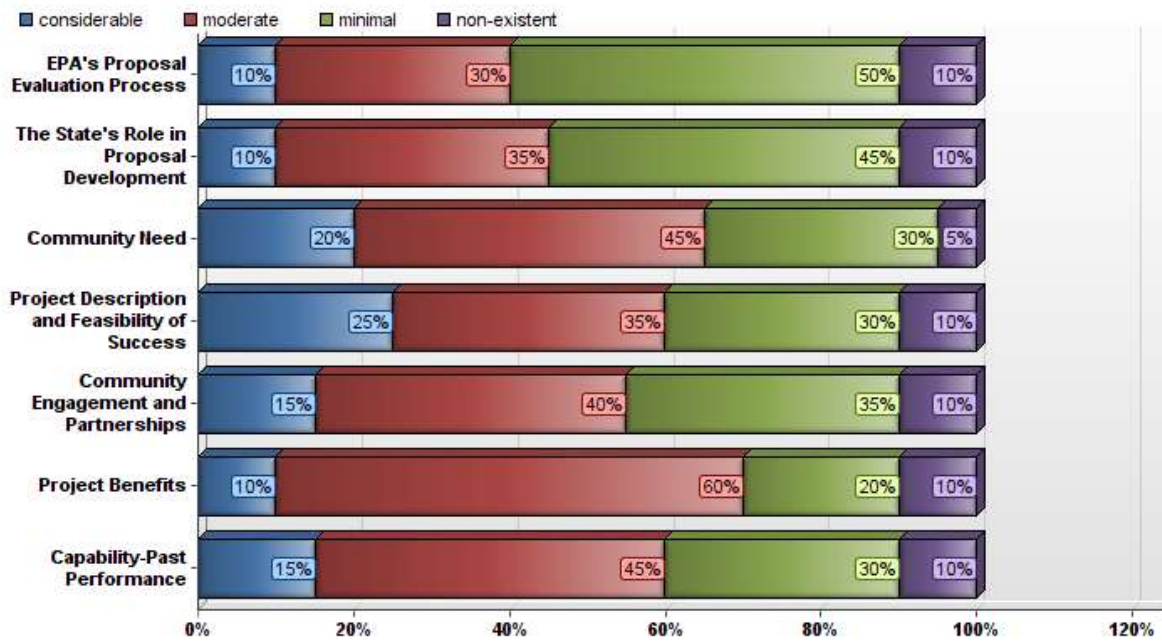


Figure 4. Participant self-reported knowledge about content before Grant Writing webinar (n=20).

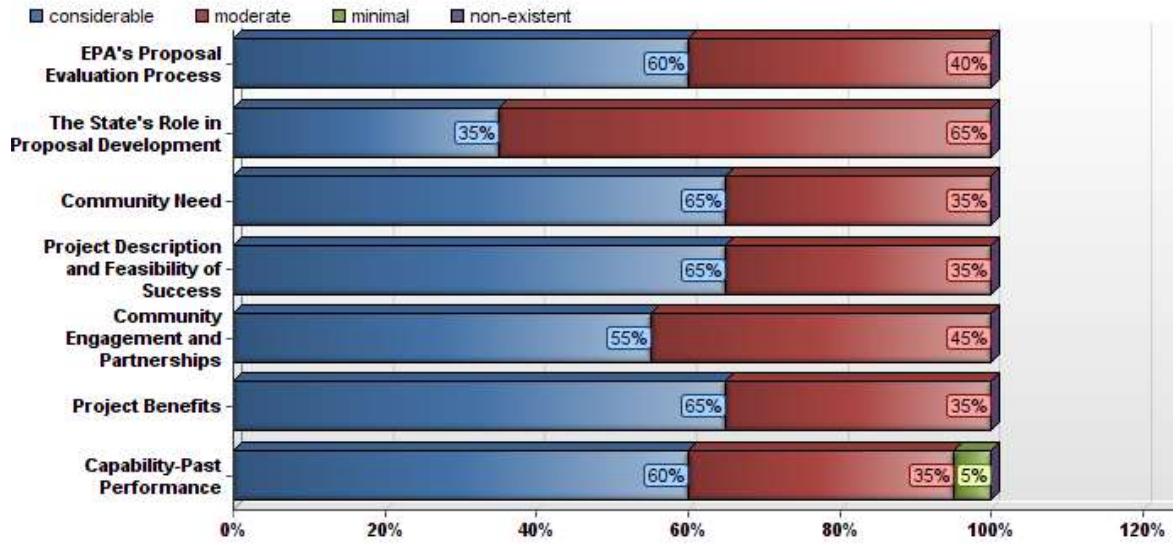


Figure 5. Participant self-reported knowledge about content after Grant Writing webinar (n=20).

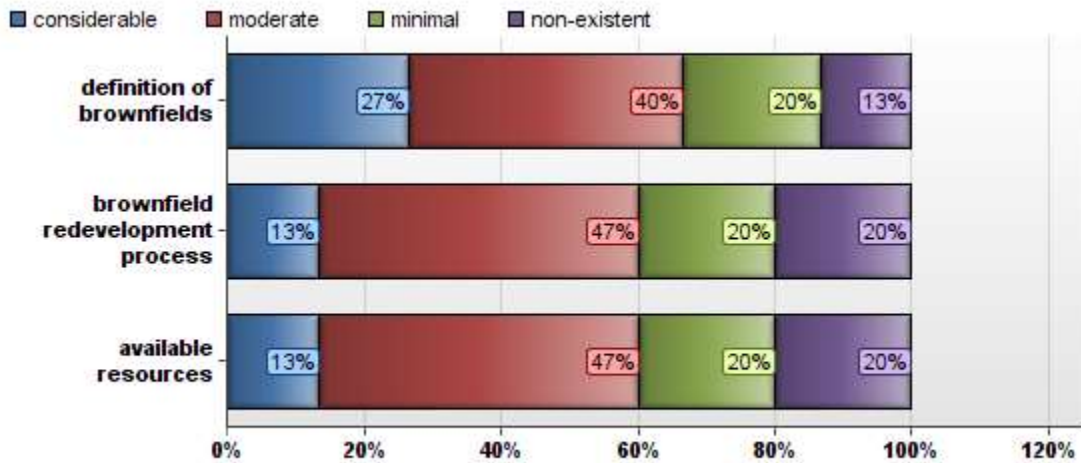


Figure 6. Participant self-reported knowledge about content before Nebraska webinar (n=15).

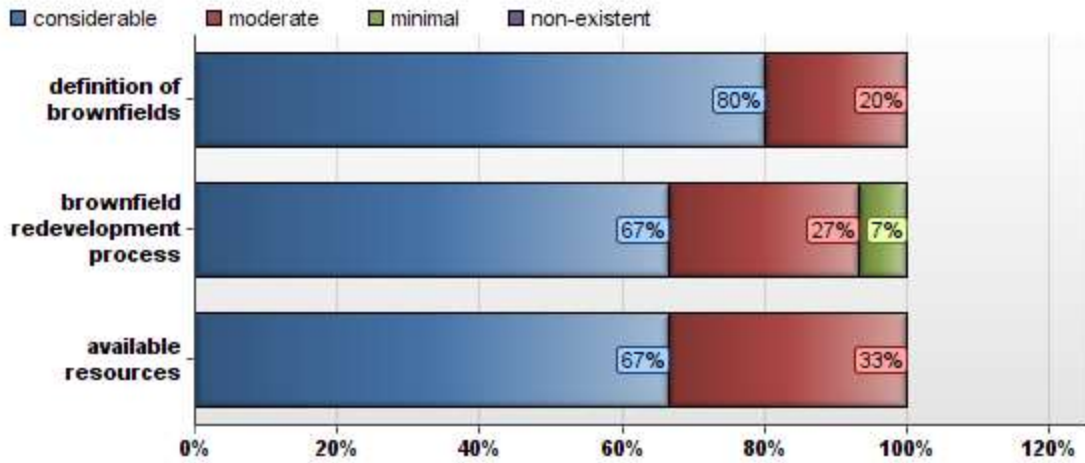


Figure 7. Participant self-reported knowledge about content after Nebraska webinar (n=15).

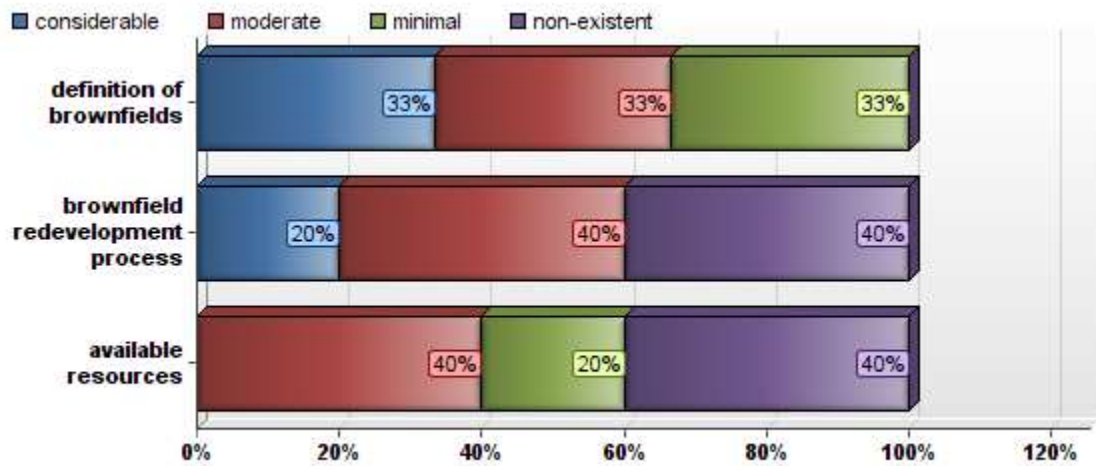


Figure 8. Participant self-reported knowledge about content before South Dakota webinar (n=6).

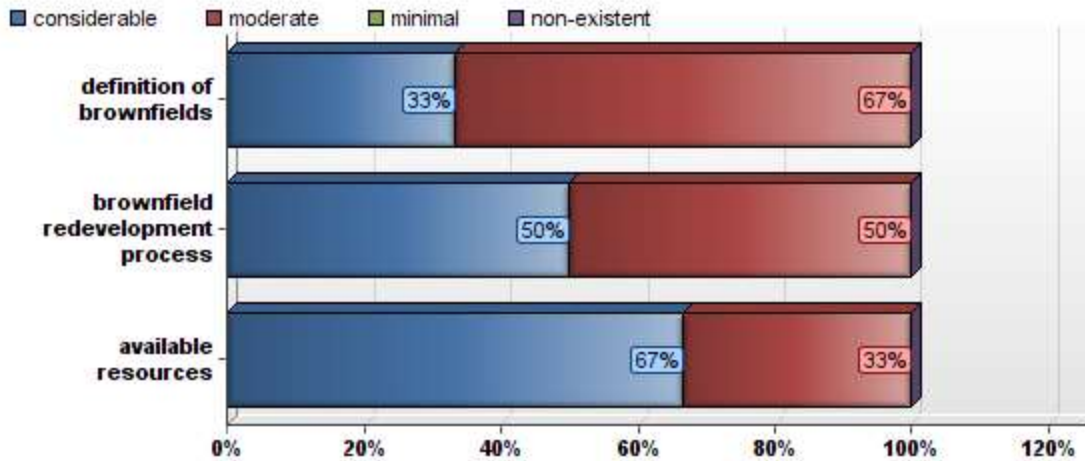


Figure 9. Participant self-reported knowledge about content after South Dakota webinar (n=16).

Table 1

Workshop goals: Regional perspectives

Region 5

Target goals	Outcomes	Target met
50% with population of less than 100K	68%	Yes
25% with population of less than 10K	34%	Yes
One workshop/state/year	5 states	No

Region 6

Target goals	Outcomes	Target met
50% with population of less than 100K	65%	Yes
25% with population of less than 10K	32%	Yes
One workshop/state/year	5 states	Yes

Region 7

Target goals	Outcomes	Target met
50% with population of less than 100K	74%	Yes
25% with population of less than 10K	30%	Yes
One workshop/state/year	4 states	Yes

Region 8

Target goals	Outcomes	Target met
50% with population of less than 100K	79%	Yes
25% with population of less than 10K	39%	Yes
One workshop/state/year	4 states	No

Table 2

TAB participation in invited presentations

<b>National Events</b>				
<i>Event</i>	<i>Topic</i>	<i>Location</i>	<i>Date</i>	<i>Attendees</i>
Southeast Brownfields Conference	BIT and TAB EZ	Orlando FL	Oct 30	N/A
<b>Region 5</b>				
<i>Event</i>	<i>Topic</i>	<i>Location</i>	<i>Date</i>	<i>Attendees</i>
Ohio Brownfields Conference	TAB E-Tools/ARC Proposal Grant Writing (2 presentations)	Columbus OH	April 9-10	N/A
Midwest Community Development Institute	Intro to Brownfields	Moline IL	Aug 11	46
Illinois Municipal League	IIRA-TAB info distributed	Chicago IL	Sept 18-20	N/A
<b>Region 6</b>				
<i>Event</i>	<i>Topic</i>	<i>Location</i>	<i>Date</i>	<i>Attendees</i>
<b>Region 7</b>				
<i>Event</i>	<i>Topic</i>	<i>Location</i>	<i>Date</i>	<i>Attendees</i>
Regional Tribal Operations Committee Meeting	Tribal Brownfields Issues	Lawrence, KS	Feb 19	N/A
<b>Region 8</b>				
<i>Event</i>	<i>Topic</i>	<i>Location</i>	<i>Date</i>	<i>Attendees</i>
North Dakota Solid Waste and Recycling Association	Rural Brownfields and TAB	Carrington ND	June 10	N/A
North Dakota Solid Waste and Recycling Association	Rural Brownfields and TAB	Devils Lake ND	June 11	N/A
North Dakota Solid Waste and Recycling Association	Rural Brownfields and TAB	New Town ND	June 17	N/A
North Dakota Solid Waste and Recycling Association	Rural Brownfields and TAB	Fort Yates ND	June 24	N/A
Northwest Colorado Council of Governments	Brownfields	Colorado	Oct 30	20
Region 8 Tribal Response Program	BIT and ACRES	Helena MT	Dec	20
Region 8 Tribal Response Program	BIT and ACRES	Rapid City SD	Dec	15
Rocky Mountain Land Use Conference	Brownfields Role in Smart Growth	Denver CO	Feb	N/A
ND Housing Finance Administration State Conference	Brownfields	North Dakota	Feb 25-26	N/A
Totals	15 events			~358

## Appendix C: Online E-Tools and Resources

### Who Do You Represent?

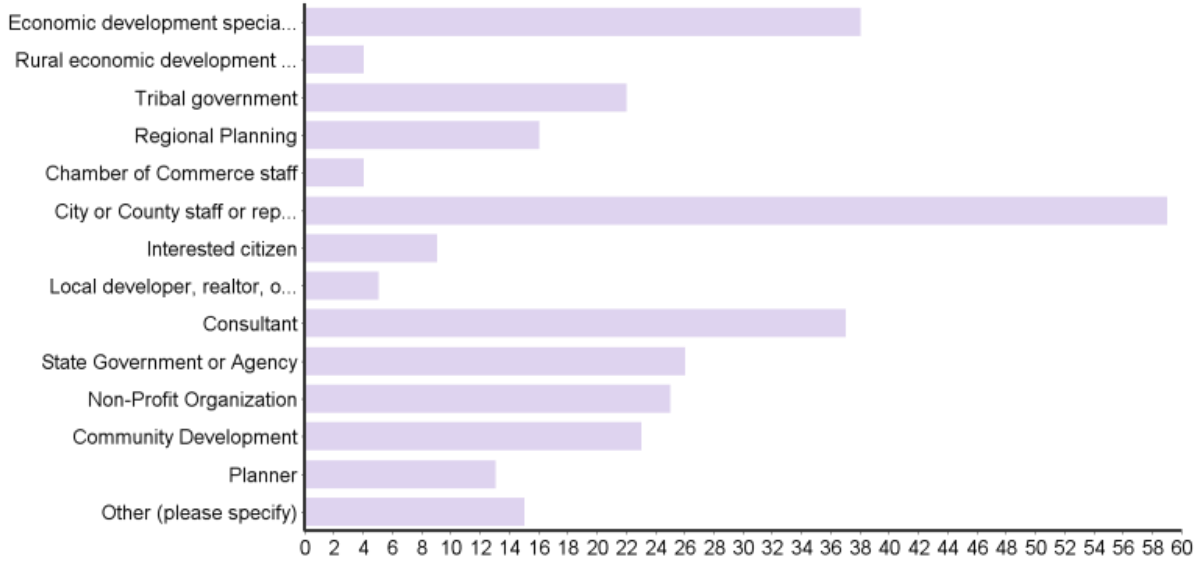


Figure 1. Number of website survey participants in each stakeholder category.



## Appendix D: Participatory Evaluation

*Table 1  
Community Brownfield Redevelopment Capacity Rubric*

	<b>Definition</b>	<b>Apprentice</b>	<b>Skilled</b>	<b>Proficient</b>	<b>Expert</b>
<b>Leadership</b>					
<b>Financial</b>	Willing to invest resources in redeveloping environmentally challenged properties	individuals willing to invest in redevelopment efforts	community investment (sweat equity or money)	multiple sources of investors (business, community, local government, state, regional and federal)	Community/business model that puts environmental issues on par with economic and social issues
<b>Envisioning possibilities</b>	Willing to enlarge possibilities such as land swaps, commercial development and corridor improvements	discussion of potential properties and possibility of engaging in brownfield redevelopment programs	developing community/stakeholder informed redevelopment visions	Apply a broader context to planning (site vs. community-wide vision)	Institutionalized mechanism for new ideas to continue to emerge from diverse sectors
<b>Distributed</b>	Power, authority and influence related to redevelopment projects is shared among stakeholders	increased awareness of stakeholder roles and responsibilities	Positive and productive communication and collaboration among diverse stakeholders	Advisory board that meets regularly to provide input on redevelopment projects	Governing board comprised of diverse stakeholders empowered to make decisions, sets goals and determines
<b>Partnerships</b>					
<b>Building relationships</b>	intentional, continuous, inclusive effort to involve others	Displays attitude of solving a common problem and willingness to engage with others to create solutions	Establishing connections with relevant stakeholders	Expanding circle of contacts and connections	Institutionalized mechanism for new ideas to continue to emerge from diverse sectors/stakeholders

<b>Trust</b>	Reliance on the integrity, strength, ability, surety, etc., of a person or thing; confidence in people and process.	Acknowledge that diverse viewpoints are valid	disagreements focus on issues and don't sidetrack process	Valuing diverse viewpoints--For example, spoken and written language utilize words and phrases aligned with others' perspectives.	Multiple viewpoints incorporated into overall approach
<b>Evolving role</b>	The capacity or power of persons to be a compelling force on or produce effects on the actions, behaviors or opinions of others	Willingness to step up and be involved in creating change	Utilizing community organizing and involvement strategies that promote engagement and communication	Recognition of need to explore strategies utilized by others with similar experiences	Networking with and mentoring other communities; Long term relationships and partnerships continue (some new, some that existed before and extend past projects)
<b>Education</b>					
<b>Community-at-Large (citizens, organizations, businesses)</b>	Community entities (citizens, organizations, and businesses) directly (adjacent to sites) or indirectly impacted by brownfields and redevelopment efforts	Community entities excited by process (i.e. positive conversations) (awareness)	community entities are attending informational meetings and events (knowledge growth)	community entities are actively participating in process (committees, task forces, events) (ownership)	community entities propose projects to advance redevelopment goals (expanding possibilities)
<b>Working Committees</b>	Citizens and government staff engaged in redevelopment efforts	attending webinars, workshops and/or conferences related to brownfields and/or redevelopment	Developing a network of peers who provide mentoring	ongoing, reciprocal exchange of experience and knowledge for project implementation with peer network	Share knowledge with other communities (mentoring and serving as resource to others)

<b>Elected Officials</b>	local government representatives	attending webinars, workshops and/or conferences related to brownfields and/or redevelopment	exploring city ordinance possibilities from successful redevelopment projects in other communities	Putting forward new city ordinance possibilities for public discussion and local application	enacting policies that advance sustainable redevelopment
<b>Tangible Change</b>					
<b>Assessment</b>	Exploration of perceived or actual contamination of property	awareness that community may have brownfield properties	preliminary identification of potential brownfield properties	Environmental Site Assessment (ESA) and Analysis of Brownfield Cleanup Alternatives (ABCA) complete	Developing plans for additional assessments
<b>Cleanup</b>	Contamination issues identified by ESA addressed	Seeking funds for cleanup activities	Cleanup funds secured and developing request for qualifications (RFQ) for contractor.	Cleanup complete and property ready for redevelopment	Additional properties in pipeline for assessment/cleanup cycle
<b>Redevelopment</b>	Property returned to productive reuse addressing community-identified economic, social or environmental needs	Developing a vision for redevelopment	Redevelopment vision incorporates master plan, community input and stakeholder needs; identifies partners and potential funding sources; and included conceptual scenarios and diagrams	Property returned to productive reuse	Addressing brownfield properties part of long-range redevelopment and master plans
<b>Project Management</b>					
<b>Planning a Project</b>	Key elements in developing successful projects	Establish project parameters	Determine project objectives	Set project milestones	Identify activities, tasks and relationships

<b>Grant-funded Project Experience</b>	Track record and experience with grant-funded projects. Successful projects meet all goals and reporting requirements	Applied for or currently managing a funded-project (grant)	Successfully completed non-EPA-funded project	Successfully completed previous EPA-funded project	Successfully completed previous EPA Brownfields grant
<b>Contracting</b>	securing agreements with environmental professionals for services	Seeking assistance and adapting sample RFPs for contextualized contracting/subcontracting process for assessment and cleanup activities. Developing awareness of potential risks and barriers	Release RFP and complete contractor selection process	Managing contracting process throughout assessment/cleanup	Completed contracting process and completed grant closeout
<b>Staff</b>	Human resources capable of meeting the technical, administrative and financial requirements of the project	Identifying human resources needed for accomplishing project.	Developing human resources through training or hiring experienced staff.	Staff currently involved in brownfield redevelopment project.	Staff has past expertise and experience in successful brownfield redevelopment
<b>Sustainability</b>					
<b>Environmental</b>	environmental health balanced with redevelopment priorities	Recognize the connections of environmental contaminants, health and risk	Eliminate the threat of environmental problems posed by sites being addressed	Employ a community/business model that puts environmental issues on par with other site issues	Break the brownfields cycle--adopt sustainable/resilient development perspectives and policies

<b>Economic</b>	economic health balanced with redevelopment priorities	Recognize economic potential of brownfield redevelopment opportunities	creation of local jobs and increase local tax base	generation of incentives for sustainable practices (tax incentives, grants)	Plan for community/regional sustainability and resiliency – needs vs. wants
<b>Social</b>	Public/community health balanced with redevelopment priorities	Recognize that city ordinances can disadvantage some groups	educate and empower citizens to take part in the process	Propose outcomes that address groups most impacted	City ordinances change to address disadvantaged populations