

URBANWATERS

FEDERAL PARTNERSHIP

Restoring Urban Waters, Revitalizing Communities

AMBASSADOR TOOLKIT

The Urban Waters Ambassador: Connecting People to Their Local Urban Waters



SEPTEMBER 2018

URBAN WATERS

FEDERAL PARTNERSHIP



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AMBASSADOR TOOLKIT

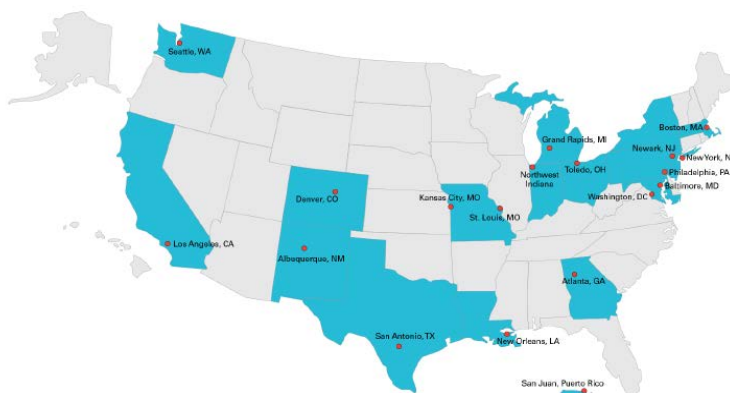


Ambassador Toolkit Executive Summary

In 2011, the Urban Waters Federal Partnership (UWFP) was established to reconnect urban communities, particularly those that are overburdened or economically distressed, with their waterways to become stewards for clean urban waters. The UWFP is supported by 15 federal agencies and more than 28 nongovernmental organization partners working in 19 designated locations.



The UWFP created the Urban Waters Ambassador program to accelerate and coordinate on-the-ground projects, promote community engagement, and advance water and land protection and restoration. Ambassadors at the 19 locations serve critically important roles as local coordinators, facilitators and leaders.



The Ambassador Toolkit includes information about the UWFP and the Ambassador position, providing:

- overview information on the Urban Waters Ambassador program;
- templates, resources and information for current Ambassadors; and
- information on sustaining and sponsoring an Urban Waters Ambassador.

By providing cohesive information, a further goal is to improve recognition of the benefits of the Ambassador program to ensure ongoing success for the UWFP for years to come.



What is the Ambassador Toolkit?

This toolkit includes information about the Urban Waters Federal Partnership (UWFP) and the Ambassador position. The toolkit includes both standalone and comprehensive materials that can be used to educate current Ambassadors, recruit for new positions, and transition to and/or continue local leadership at UWFP locations.

The toolkit contains the following information:

I. GENERAL INFORMATION ON THE URBAN WATERS AMBASSADOR PROGRAM

1. The Urban Waters Ambassador Fact Sheet.....(P.3)
2. Possible “Taglines” for the Ambassador Position.....(P.5)

II. SUPPORTING POTENTIAL FUNDERS OF AN URBAN WATERS AMBASSADOR

1. The Urban Waters Ambassador: Guide to Sustaining the Position.....(P.6)
 - a. PowerPoint Template for Transition Meetings (attached separately)
2. Urban Waters Federal Partnership Awards.....(P.9)
3. How to Sponsor an Urban Waters Ambassador Project in Your Community.....(P.10)

III. RESOURCES AND TOOLS FOR AMBASSADORS

1. Urban Waters Ambassador Position Description Template.....(P.14)
2. Urban Waters Partnership Workplan Template.....(P.17)
3. Grant Writing Support Tips for Ambassadors and Federal Urban Waters Partners.....(P.24)
4. Resource Document on Funding Opportunities for Urban Waters Projects.....(P.26)

The Urban Waters Ambassador

Connecting People to their Local Urban Waters

The Urban Waters Federal Partnership (UWFP) created the Urban Waters Ambassador (Ambassador) positions to accelerate and coordinate on-the-ground projects, promote community engagement, and advance water and land protection and restoration. This fact sheet details the Ambassador's role, and how the Ambassador positions provide critical benefits to communities.

THE URBAN WATERS FEDERAL PARTNERSHIP

In 2011, the UWFP was established to reconnect urban communities, particularly those that are overburdened or economically distressed, with their waterways to become stewards for clean urban waters. Through the UWFP, communities gain economic, environmental and social benefits, and collaborate with federal agencies, state and local agencies and community-led efforts to achieve common goals. The UWFP is supported by 15 federal agencies and more than 28 NGO partners working in 19 designated locations.

What is an Urban Waters Ambassador?

Ambassadors at the 19 UWFP locations serve as local coordinators, facilitators and leaders. They coordinate communities, federal and state agencies, nongovernmental organizations (NGOs) and businesses to accelerate and prioritize on-the-ground projects to improve water quality, restore outdoor spaces and foster community stewardship in urban-related watersheds.

Since each partnership location is different, the role and responsibilities of an Ambassador can vary. Experience from UWFP locations shows having an Ambassador can lead to better coordination among all stakeholders and agencies, accelerating project completion and advancing success.

Benefits of an Ambassador

- Strengthens ties within the community
- Builds trust among partners
- Connects needs with funding opportunities
- Leverages resources

Responsibilities of the Ambassador

The Ambassador serves as:

Liaison/ Point of Contact – The Ambassador builds solid relationships with federal, state, and local entities as well as industry, foundations, non-profits, academic institutions and community representatives, collecting and communicating insights about needs and priorities. Through these relationships the Ambassador can effectively identify diverse funding opportunities and connect resources and tools to the needs of local partners.

Project Coordinator/ Leader – The Ambassador navigates and follows the many moving parts of an Urban Waters Partnership, tracking what is happening and ensuring coordination between and among all partners. This includes developing a clear work plan that supports local priorities.

Facilitator/Convener – The Ambassador convenes and facilitates meetings and conversations between existing and prospective partners, seeking fresh collaboration outside of traditional stakeholders.

Messenger/Reporter – The Ambassador is at the heart of every Urban Waters Partnership, acting as the nexus of information sharing. The Ambassador circulates information to partners about funding opportunities, meetings and more. Partners also pass along information to the Ambassador for broad distribution to a national network of Urban Waters Partnership locations.

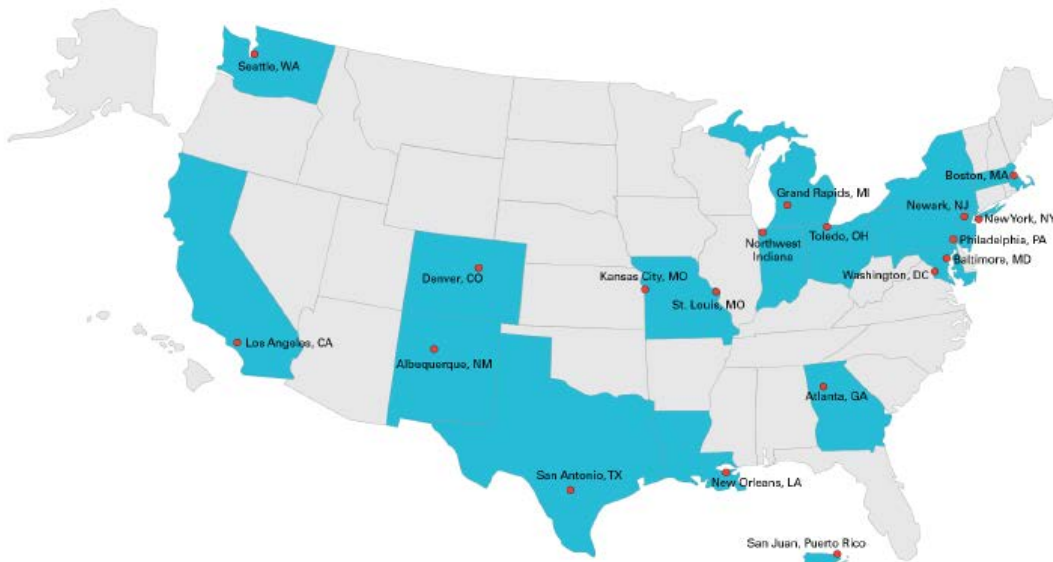
- Maximizes national networking opportunities
- Increases local capacity
- Creates network to share lessons learned
- Prevents and resolves conflicts
- Assesses and oversees watershed progress

Examples of Ambassador Success Stories

The Ambassador position can be supported through a variety of sponsors, including a local/state/federal agency, university or foundation. Through their critical work, Ambassadors have provided unique benefits across the country. Examples of their diverse contributions include:

- At the **Los Angeles River UWFP location**, the U.S. Department of Housing and Urban Development (HUD) led the Ambassador position for over three years. The mayor of Los Angeles honored Ambassador Pauline Louie with a special recognition for the partnership’s achievements.
- At the **Northwest Indiana UWFP location**, the Ambassador is supported by Purdue University, the U.S. Department of Agriculture (USDA) Forest Service, and EPA. The Ambassador has initiated a variety of local projects, including (1) an effort to increase tree canopy in areas impacted by the Emerald Ash Borer, and (2) Indiana’s first wheelchair-accessible canoe launches.
- At the **Kansas City UWFP location**, the Ambassador is supported by the Heartland Conservation Alliance, a local NGO. The Ambassador is leading new projects on reclaiming formerly abandoned sites and engaging new stakeholder groups in the watershed.

Ambassadors Work in 19 UWFP Locations



Additional Information on the UWFP

Urban Waters Federal Partnership Fact Sheet:

https://www.epa.gov/sites/production/files/2015-09/documents/uwfp_factsheet-final.pdf

Urban Waters Federal Partnership Vision, Mission and Principles:

<https://www.epa.gov/sites/production/files/2014-06/documents/urbanwaters-visionv2012.pdf>

Urban Waters Partnership Handbook:

https://www.epa.gov/sites/production/files/2016-07/documents/uw_partnership_handbook_v2k.pdf



Possible “Taglines” for the Ambassador Position

[Purpose: Many Ambassadors have voiced support for a unifying tagline for the Ambassador position. This tagline could serve to provide “branding” for the Ambassador position, and could be used as part of Ambassador-specific materials, including the Ambassador fact sheet, other portions of this toolkit and business cards. These tagline options have been sent in by Urban Waters stakeholders and could be provided for suggested use.]

- **Connecting People to Their Local Urban Waters**
- **The Ambassador Is at the Heart of Every Urban Waters Partnership**
- **A Lifeline to Urban Waters**
- **A Key to Watershed Potential**
- **Connecting Communities and Decision-Makers with Their Urban Waters**
- **A Key to Unlocking Watershed Potential**
- **Bridging the Gap between River and Community**
- **Bridging People to Their Local Waters**
- **Connecting People, Restoring Urban Lands and Water**
- **Urban Waters Ambassadors – Connecting People to Their Urban Waters Since 2011**

The Urban Waters Ambassador: Guide to Sustaining the Position

Purpose: *This document discusses transition approaches to help ensure continuity of the Ambassador position. This guidance seeks to help local partnerships find staffing or funding for the Ambassador role. The diverse approaches to sustain the Ambassador position are explained below. To support the longevity of the Urban Waters Ambassador position over many years, local governments and nongovernmental organizations (NGOs) are encouraged to be actively engaged and/or support a leadership role.*



[See accompanying PowerPoint template for transition meetings.]

101 on the Ambassador Position

Ambassadors at Urban Waters Federal Partnership (UWFP) locations serve as local coordinators, facilitators, navigators and leaders. They work with and connect communities, federal and state agencies, local municipalities, NGOs and businesses to accelerate and prioritize on-the-ground projects to improve water quality, restore outdoor spaces and foster community stewardship in urban-related watersheds. Ambassadors are also responsible for strategic planning, workplan development and funding identification. A long-term Ambassador can lead to better coordination among all stakeholders and accelerate project completion. *At various UWFP locations, the Ambassador position is filled by co-leads from federal agencies, local government, local NGOs or a blend.*

It is preferred, though not required, that the Ambassador is from the UWFP location and has experience working in the region. The ideal candidate(s) should have a holistic understanding of diverse disciplines, extending beyond water resource management, such as community organizing, public health, environmental justice, health impacts, education, city planning and economic development. Further, the Ambassador should have experience with and/or in-depth understanding of multiple sectors, including public, private, nonprofit and community-based.

Background on Ambassador Funding

When the Urban Waters Federal Partnership was founded, federal partners provided seed money to establish a network of Ambassadors at UWFP locations. The current leadership model for an Urban Waters Partnership location can take several forms, ranging from federal support for a single Ambassador position to several co-leads sharing the responsibilities of the Ambassador position. This network allowed Ambassadors to build relationships and capacity to further engage state and local agencies and other organizations in the partnership.

Currently, the majority of Ambassador positions are funded by a federal agency partner with specific term limits applied to this funding. Transitions of this position may happen on occasion due to a change in funding sources or the departure of an Ambassador. Funding term limits necessitate the development of a transition plan to either maintain the Ambassador position or delegate their roles to other partners. Overall, leadership or funding transitions should seek to maintain the partnership's quality, an active Ambassador and local partner involvement.

Ensuring Continuity – Sustaining Ambassador Responsibilities

Transitioning leadership or Ambassador funding to local agencies and/or other organizations can increase ownership of and involvement in UWFP projects. As new members become involved in leadership roles, engage other members, and bring new parties to the table, an increased number of individuals will have a stake in seeing Ambassador functions performed successfully, thus facilitating a greater impact (e.g. foundations may align their missions with Partnership Workplans).

To transition leadership, partners should follow a thorough planning process. Partners in the transition planning process can include state or local agencies, NGOs, community organizations, academia, and businesses. Transitioning to a new leadership model may take up to one year, at a minimum the partnership should plan six months in advance of the transition to negotiate a transition process. This helps ensure that in the instance an Ambassador position is not funded the key functions are picked up by other partners until funding becomes available. Identifying clear goals for the partnership and selecting partners to fulfill those goals will ensure that the Ambassador's functions are sustained. Check-in meetings on leadership transitions should occur regularly, since unforeseen shifts in funding and staffing can happen over a short timeframe. Examples are shared below.

During the transition planning process, one organization or agency may take responsibility for all the Ambassador's functions. It is possible that multiple partners can assume the Ambassador's functions, in a shared model where partners agree on certain functions and work together to ensure continuity of the partnership's initiatives.

Documentation of the transition process is recommended. Creation of a transition plan, which outlines objectives and goals from transition meetings, responsible stakeholders and priorities, will be a useful reference document for those involved with leadership duties.

Various Models of Ambassador Leadership

As UWFP locations plan for transition, they can look to other UWFP locations that have successfully transferred Ambassador responsibilities to new partners. Several UWFP locations that have successfully made this transition include the Los Angeles River Watershed (CA), the Lake Pontchartrain Area/New Orleans (LA), and Bronx and Harlem River Watersheds (NY). Details on how these locations transitioned to a new funding model are below.

Local Partners Fund and Support the Ambassador Position (Los Angeles River Watershed)—The Los Angeles River Partnership, made up of over 40 government and community partner organizations, welcomed their first Urban Waters Ambassador in the summer of 2012. The Los Angeles River Ambassador was an employee of the U.S. Department of Housing and Urban Development (HUD), and, after four years, returned to their responsibilities at HUD. Due to the notable success of the Los Angeles River Partnership under an Ambassador's leadership, local partners stepped in to fund and sustain the Urban Waters Ambassador position. A new Ambassador was identified, and the position is currently funded by local field offices of the U.S. Department of the Interior (DOI) National Park Service and the U.S. Department of Agriculture (USDA) Forest Service, with support from The Nature Conservancy. The new Ambassador worked with the original Ambassador for several months prior to starting, ensuring a smooth transition. The City of Los Angeles and local partners are extremely supportive of the new and continued leadership of the Los Angeles River Ambassador, noting how the role enhances the region's ability to convene stakeholders and execute projects to revitalize the watershed.

Partnership Sustained by Multiple Local Leads (Lake Pontchartrain/New Orleans)—From 2011 through 2015, the partnership in New Orleans was led by a federal Ambassador through an interagency agreement between EPA and the U.S. Army Corp of Engineers. In 2016, a steering committee of 43 members participated in a series of transition planning meetings to identify a strategy to sustain the partnership under local leadership. During this transition period, it was determined that the Sewerage and Water Board of New Orleans (SWBNO) and City of New Orleans Office of Resilience would co-lead the partnership with support from the Lake Pontchartrain Basin Foundation and the Lower 9th Ward Center for Sustainable Engagement and Development. The City of New Orleans and SWBNO committed to provide staff resources to the New Orleans Urban Waters Partnership. This example illustrates how the community can step in to sustain the Ambassador's responsibilities and ensure the quality of the partnership is maintained.

Transition from Co-Leads to an Ambassador (Bronx & Harlem River Watersheds)—Since the partnership's inception in 2011, this location was co-led by the U.S. Geological Survey (USGS), EPA, and DOI. In January 2017, the first full-time Ambassador was hired to serve the Bronx & Harlem River Watershed. EPA Region 2 provided funds to the NY-NJ Harbor & Estuary Program (HEP) for the Ambassador position, and USGS also contributes

funding to the Ambassador position. The Ambassador is an employee of the Natural Areas Conservancy, a NYC Department of Parks and Recreation-affiliated nonprofit.

Lessons Learned/Recommendations

An Ambassador acts as the linchpin for Urban Waters partnerships by building and maintaining relationships and capacity for long-term collaborative successes on projects. Strong relationships are key to the partnership’s success, helping leverage resources, increase capacity and build trust.

Collaboration between Ambassadors and localities (e.g., cities, counties and multi-municipality watersheds) is essential to determine and meet on-the-ground goals. Working with localities during the transition process will allow the partnership to reach a sustainable leadership model.

The Trending Models for Ambassador Support diagram, below, highlights the diverse and shifting mechanisms that support the Ambassador position.



Outreach Messages for Locations to Leverage Awards

Goal

The goal is to generate further support for the Urban Waters Federal Partnership's work by raising awareness of the Federal Partnership's multiple awards and honors. By providing this information, we hope to: 1. leverage support from local decisionmakers to support partnership projects; 2. highlight these awards in funding applications; 3. encourage locations to apply for and be selected for other local environmental and sustainability awards; and 4. generate interest from new local stakeholders to be involved in the partnership's work. An overarching goal is to show how the government improves America's waterways and the surrounding communities and builds trust amongst all entities.

Recent Honors and awards include:

- [Sammies People's Choice Award \(2017\)](#)
- [National Arbor Day Foundation Awards Finalist \(1/10/2018\)](#)
- [U.S. Forest Service Chief's Honor Award \(12/07/2017\)](#)
- [Governor's Award for Environmental Excellence - Northwest Indiana \(1/24/2018\)](#)
- [NPCA's 10 under 40 - Los Angeles River \(1/4/2018\)](#)
- [Urban Waters Ambassador Receives Mayor of Los Angeles Commendation \(9/15/2016\)](#)
- [Harvard Professor Blog by Steve Kelman "A new face of interagency collaboration" \(7/25/2016\)](#)

Sample messaging

The Urban Waters Federal Partnership – including federal and local partners – have received numerous honors and awards over the past few years. Across the nation, the Urban Waters Federal Partnership is working with federal agencies, state and local governments, neighborhood associations, and nonprofit organizations to bring positive change to 19 diverse urban areas, from the Bronx River to the Middle Rio Grande to the Los Angeles River. The Partnership works in underserved communities through public-private partnerships to clean up and revitalize urban waterways and surrounding lands.

The positive impact of the Federal Partnership is reflected in the range of awards received. Most notably, the Urban Waters Federal Partnership won the Service to America Medal "People's Choice" Award. On September 27, 2017, the nonprofit Partnership for Public Service announced the award, sometimes referred to as the "Oscars of Government Service." Out of 430 nominees, the Urban Waters Federal Partnership was chosen by popular vote for making "the most admirable contribution to the American people."

Other awards recognize specific successes of the Federal Partnership. For example, the U.S. Forest Service Chief's Honor Award recognized the Federal Partnership's achievements to advance national priorities, address the needs and challenges faced by our forests and grasslands, and meet the demands of citizens. In January 2018, the Federal Partnership was also selected as an Arbor Day Foundation Headwaters Award finalist, an award that celebrates innovative programs supporting the improvement of water quality and quantity through forestry activities.

On a regional level, locations have received multiple awards. For instance, the Los Angeles River Partnership has been recognized for ["exceptional service to the City of Los Angeles"](#) and the Northwest Indiana Partnership recently received an award for its [Hansen Park restoration project](#).

These awards attest to the success of the Federal Partnership to reconnect 46 million citizens to their local urban waters and improve their waterways, resulting in educational, recreational, environmental, economic and health benefits in communities across the U.S. **Here in (location name), partners have achieved many successes including: (provide locations specific examples).**

This award-winning program continues to gain support as more local stakeholders continue to join the Urban Waters movement. This is a movement, not a moment! So please join the Urban Waters Federal Partnership as we need your support to continue to inspire new clean water stewards and engage citizens to improve the quality of their urban waters and the communities surrounding them.

How to Sponsor an Urban Waters Ambassador Project in Your Community

Urban Waters Federal Partnership and Ambassador Project Background

In 2011, the Urban Waters Federal Partnership (UWFP) was launched to reimagine how federal agencies engage with local entities in the reclamation and restoration of urban watersheds. The focus of this effort is on reconnecting urban communities, particularly those that are overburdened or economically distressed, with their waterways to become stewards for clean urban waters. Between 2011 and 2014, the UWFP designated 19 locations representing diverse geographies across the country. Each location is working to revitalize urban waterways and their surrounding communities, transforming overlooked watersheds into community assets. The UWFP is supported by 15 federal agencies and 28 nongovernmental organizations (NGOs).

An Ambassador project refers to coordinated efforts led by one or several organizations to streamline the work of federal agencies in partnership with local governments, community leaders and businesses. The Ambassador project coordinates and navigates resources and facilitates and leads stakeholders to achieve mutually beneficial outcomes. ***Through these roles, the project creates a bridge between the community and federal partners to prioritize on-the-ground projects to improve water quality, restore outdoor spaces and foster community stewardship in urban watersheds.***

Supporting and implementing an Ambassador Project can lead to better coordination among all stakeholders and accelerate ongoing watershed improvement and project completion.

Benefits of Sponsoring an Urban Waters Ambassador Project

For the first UWFP locations, federal resources were used as seed money to start the Ambassador Project. For years, Ambassadors have established and maintained relationships with local stakeholders and built capacity among partners to restore their watersheds. For certain locations, Ambassadors have term limits for their position. To ensure continuity of the local partnership, *a range of stakeholders are being called upon to sponsor an Ambassador project.*

An Ambassador Project sponsor can be any entity, organization or agency interested in making a difference in urban watershed communities. We define urban watershed very broadly by including all waters that impact an urban location, both upstream and downstream of an Urban Waters location. Sponsors benefit from a variety of gains through investing in an Ambassador Project. As an example, sponsors benefit from an enhanced ability to:

- **Track outcomes and success through data and performance metrics** – The UWFP tracks quantitative and qualitative measures to assess environmental restoration, economic advances, and engagement of organizations. Through these metrics, sponsors benefit from an improved ability to evaluate and monitor their own progress, and success. This information can help sponsors leverage support from decision-makers and other funding sources.
- **Improve social capital, relationship building and trust**—The UWFP supports streamlined communication with federal, state and local partners across the country, promoting exchanges of ideas, best practices and resources. This enables sponsors to gain networking access to Urban Waters Partnership locations and grant recipients.

- **Leverage, or align, public investment**—The UWFP supports opportunities to exchange ideas and engage with decision-makers at 15 federal agencies. Through these channels, sponsors also gain access to technical assistance and resources from federal agencies.
- **Weave networks of practitioners to facilitate peer learning and cross-pollination of initiatives**—The UWFP provides access and visibility to over 28 national NGOs, including private sector organizations and foundations. Active UWFP forums include The Urban Waters Learning Network, newsletters and conference calls. Through facilitating learning and connecting practitioners, these forums allow sponsors to take their own projects to the next level.
- **Align workplan priorities with a community’s plan or vision**—The Ambassador and the sponsor organization work together to create a workplan to maximize collective impact and achieve a win-win for all partners. By aligning workplan priorities, sponsors are better positioned to achieve their own goals, and gain credibility, neutrality and objectivity.

Sponsorship Recommendations

Localities (e.g., cities and/or counties) and sponsor organizations interested in sponsoring an Urban Waters Ambassador project should consider funding a three-year Ambassador project. Three years will ensure that critical benchmarks towards Urban Waters Partnership success are achieved. Below are examples of essential functions the Ambassador project aims to complete in a three-year period:

- **YEAR 1**—Builds and navigates network and enhances access to UWFP resources
- **YEAR 2**—Updates and implements workplan
- **YEAR 3**—Finds partners to sustain projects and goals, identifies future priorities and builds a sustainable leadership model

To facilitate a shift in sponsorship, collaboration between the current Ambassador and the interested sponsor should occur through a series of planning meetings to ensure continuity of projects and achievement of partnership goals.

Approaches to Sponsor an Ambassador Project

The Ambassador Project has brought invaluable leadership to UWFP locations. If you are interested in becoming an Ambassador Project sponsor, the image below depicts shifting mechanisms of sponsorship.



How Do Ambassadors Have an Impact? Quotes from the Field

“You can think of our position as kind of a catalyst to get work going that community leaders, organizations, the state has started, but they keep running into barriers, and they just need that extra push. We are here to connect them to those resources; to catalyze the process; and to get that work going on the ground.” – [Natalie Johnson, Former Ambassador for the Northwest Indiana Area Partnership](#)

“[An element] of the partnership's secret sauce is its own dedicated infrastructure for managing [its] efforts ... The Urban Waters Federal Partnership's solution is something called "ambassadors," who are typically local employees of a nongovernmental organization or nearby federal agency assigned to work on a project at one of the 19 partnership locations for one to two years at anywhere from one-third to full-time.” – [Steve Kelman, Harvard University](#)

“[An Ambassador’s] work includes partnerships with local, state and federal agencies, businesses, nonprofits, and philanthropies to clean up pollution; spur redevelopment of abandoned properties; promote new businesses; and provide parks and access for boating, swimming, fishing, and community gatherings.” – [Service to America Medal finalist nomination](#)

“For us, the benefit in bringing an Ambassador on was capacity. All of our friends or partners had full time jobs already, so having somebody who was dedicated to convening and advancing the partnership was really important to making progress.” – [Michael Galvin, Ambassador for the Patapsco Watershed/Baltimore Partnership](#)

“Without an Ambassador in a coordinating role, it would be very difficult to have continued momentum.” – [Michael Leff, Former Ambassador for the Delaware River Partnership](#)

“I, Eric Garcetti, as Mayor of the City of Los Angeles, do hereby commend and offer appreciation to Pauline Louie and the Urban Waters Federal Partnership for the exceptional service to the City of Los Angeles in bringing new life to our Los Angeles River.” – [Eric Garcetti, mayor of the City of Los Angeles](#)



Other Resources about the UWFP and Ambassador Project

- The Urban Waters Ambassador: Guide to Sustaining the Position
- Urban Waters PowerPoint slide template
- Ambassador Position Description Template
- [Service to America Medal nomination](#)
- [News release](#) on the launch of the Ambassador Program

For additional information, visit <https://www.urbanwaters.gov> and/or contact urbanwaters@epa.gov.



Urban Waters Ambassador Position Description Template



Summary: This document serves as a job description template for an Urban Waters Ambassador position. It is intended to provide a model for partnerships or hosting organizations to emulate. Please modify this template to reflect your location's specific needs.

Position Title: Urban Waters Partnership Ambassador for the {insert watershed name}

Region or City Name:

Part-Time/Full-Time:

Length of Position:

Start Date:

Salary/Stipend/Hourly Wage:

Position End Date:

Funding Source for the Position:

Background: The {insert watershed name} Urban Waters Partnership is seeking to fill the position of Urban Waters Ambassador. The Urban Waters Federal Partnership comprises 15 federal agencies and 28 nongovernmental organizations working collaboratively in 19 designated locations to help urban and metropolitan areas, particularly those that are underserved or economically distressed, connect with their waterways and work to improve them.

Ambassadors serve as coordinators, facilitators, navigators and reporters, providing support in both strategic planning and project/program execution. The Ambassador plays a variety of key roles and responsibilities, making the position critical to a partnership's accomplishments. The Urban Waters Ambassador serves as a driving force in community efforts to enhance the environmental and economic benefits of clean, safe, accessible urban waters. Ambassadors work with government, businesses, nonprofit organizations and other partners to better address the needs of individual communities, maximizing expertise and resources to protect health, improve the environment and strengthen local economies.

[*Insert* a brief description of your local partnership's history, what makes it unique and how the local partnership functions to reach its goals.]

Responsibilities as Coordinators, Neutral Conveners, Navigators and Embedded Reporters: *(Please modify to reflect specific responsibilities, or projects, for your location. Not every responsibility listed below will be applicable to your location's Ambassador. Also, consider tailoring the list to arrange it according to most important to least important roles.)*

- Implement, refine and update the annual partnership workplan.
- Connect federal resources to local needs in collaboration with the local partnership.
- Identify existing federal tools and resources available for local projects.

- Identify opportunities to improve the partnership by engaging with participating organizations and recruiting new partners.
- Identify funding opportunities (role may be limited if position is funded with federal funds).
- Identify and assist in preparation of grant applications.
- Identify appropriate use of resources.
- Lead and execute projects.
- Track and monitor projects advanced by diverse location partners.
- Convene meetings and conference calls, being proactive and inclusive to ensure all partners and community-based organizations have a seat at the table.
- Report on the progress, value and outcomes of the partnership, including local success stories, barriers and best practices. Reports may take various forms, including annual reporting, web updates, participation on conference calls, newsletters, blogs, weekly reports to the National Coordinator, etc.
- Develop a partnership communications plan or strategy.
- Travel required for meetings and project visits.

Minimum/Preferred Qualifications (Tailor to the requirements of each location.):

- *Minimum Qualifications (examples):*
 - A bachelor's degree related to one of the following: water resources management, biological sciences, social sciences, forestry, community and urban planning.
 - X amount of years minimum experience in strategic planning and community development.
 - X amount of years as a volunteer and/or engaged in community service.
- *Preferred Qualifications (examples):*
 - Knowledge of and/or experience in community planning and urban planning.
 - Knowledge of and/or experience working in diverse sectors, including public, private, nonprofit and community-based sectors.
 - Knowledge of local government and political decision-making processes related to urban and community issues and economic development.
 - Experience developing and analyzing proposals, grant programs and requirements; identifying opportunities; and organizing and managing varied work programs.
 - Capable of effectively communicating and documenting accomplishments.
 - Willingness and enthusiasm to participate in agency-wide teams, committees and special assignments, and/or other duties as assigned.
 - Willingness to be imbedded in the community, cultivating relationships with partners and potential partners.
 - Skills in working with various stakeholders to achieve creative solutions.
 - Ability to find connections and build strong working relationships with communities, other agencies, nonprofit organizations, partners and stakeholders.
- *Desired Qualifications (examples):*
 - Possesses an innovative, self-starting and entrepreneurial spirit to adapt to a constantly changing environment.
 - Extremely organized, flexible and reliable within a complex environment.
 - Experience in making professional presentations, meeting facilitation and partner/stakeholder coordination.

- Strong writing and communications skills.
- Ability to develop and write plans based on an analysis of data and ongoing stakeholder input.
- Excellent problem-solving skills.
- Committed to safety, quality and professionalism.

Application Information:

- *Required application materials.*
- *How to/to whom to submit materials.*
- *Contact information for further questions about the position and the application process.*

Urban Waters Partnership Workplan Template



Summary: This document serves as a partnership workplan template for Urban Waters Federal Partnership (UWFP) locations. It is intended to provide a model for a partnership workplan approach to define goals, summarize priority projects and specify milestones. **You may modify the content and approach to optimize the plan for your partnership.** Provided below are workplan options depicted by a yearly reporting structure or a three-five-year reporting structure. Workplans are also be organized by theme or topic that resemble the priorities of your partnership.

In the process of developing a workplan, key partners (federal, state and local government, NGOs, community, academia, etc.) and the Urban Waters Ambassador should coordinate meetings to outline priorities and projects that best align with the partnership's mission and goals. Once priorities and projects are agreed upon by key stakeholders, actions and initiatives should be documented in this workplan template to ensure outcomes are achieved and projects are completed.

A finalized workplan serves as a valuable resource to align and coordinate future projects, investments and funding opportunities. It serves as a resource to communicate back to partner agencies and the community the benefits of their participation. It also serves as a resource for partnerships that may experience a leadership or Ambassador transition. Be sure to send your workplan to your partnership lead and the EPA Headquarters Urban Waters team; EPA will post it on urbanwaters.gov.

Urban Waters partnerships operate in constantly changing environments; therefore, workplans should be regularly reviewed and updated if necessary.

Partnership workplan examples:

- [Los Angeles River](#)
- [Middle Rio Grande](#)
- [Caño Martin Peña](#)



Location: [Insert partnership/watershed name]

Points of Contact: [Insert name of Ambassador, federal lead, etc.]

I. Background

The Urban Waters Federal Partnership (UWFP) is an effort seeking to “revitalize urban waters and the communities that surround them, transforming overlooked assets into treasured centerpieces and drivers of urban revival.”¹

This collaboration will:

- align federal government programs and investments in these communities;
- expand partnerships;
- build local capacity; and
- find innovative ways to communicate the environmental and economic potential of safe and clean urban waters.

¹ Urban Waters Federal Partnership: Vision, Mission and Principles

[Insert an overview/description of the location’s watershed. For example, “Los Angeles River Watershed includes the 51-mile Los Angeles River, with its headwaters in the Angeles National Forest to discharge to the Pacific Ocean in Long Beach, and over 870-square-mile watershed.”]

This workplan has been developed by partners working for the *{insert location name}* as part of the UWFP. It is intended to define goals, detail key partners, summarize priority projects and specify milestones.

II. Partners

Insert list of key partners:

Federal Agency Partners:

State Agency Partners:

Local Government Partners:

Nongovernmental Organizations/Community Organizations:

Private Sector:

Academia:

III. Overall Goals and Objectives

The *{insert location}* Urban Waters Partnership will work to protect, restore and revitalize urban water sources in *{insert city/region name}*. The partnership will use the mission, vision and principles of the Urban Waters Federal Partnership to:

- Promote clean waterways
- Reconnect citizens to their waterways
- Conserve water
- Promote access to clean and healthy water for everyone
- Promote economic revitalization and prosperity through existing networks of urban water resources
- Encourage community involvement and stewardship through active partnerships
- Engage and hear the needs of the communities
- Measure results and evaluate factors to future success

IV. Initiatives (*upcoming projects*)

Given that Urban Waters partnerships operate in a constantly changing environment, the focus of a workplan is subject to shift from a project-based workplan toward a theme-based workplan. Options are provided below if a partnership sets and tracks goals on an annual basis (Option 1), or on a three- to five-year basis (Option 2).

Option 1: (workplan tracked annually)

[See example below]

Initiative 1

[Insert description/overview of project/vision]

Federal Partners:

Other Partners/Stakeholders:

Year 1 – Workplan Activities:

- a.
- b.
- c.

Year 1 – Expected Outputs:

[Insert tangible achievements or milestones. For example, this can include the number of workshops, cleanup actions or youth programs held, or the number of green infrastructure systems installed.]

Year 1 – Expected Outcomes:

[Insert achievements related to environmental or community improvements. For example, this can include faith community members engaged, city officials' cooperation to restore the watershed or residents connecting to local urban waters.]

Year 2 – Workplan Activities:

- a.
- b.
- c.

Year 2 – Expected Outputs:

Year 2 – Expected Outcomes:

Initiative 2

[Insert description/overview of project/vision]

Federal Partners:

Other Partners/Stakeholders:

Year 1 – Workplan Activities:

- a.
- b.
- c.

Year 1 – Expected Outputs:

Year 1 – Expected Outcomes:

Year 2 – Workplan Activities:

- a.
- b.

c.

Year 2 – Expected Outputs:

Year 2 – Expected Outcomes:

Option 2: (3–5 year workplan)

[See example below]

Initiative 1

[Insert description/overview of project/vision]

Federal Partners:

Other Partners/Stakeholders:

Workplan Activities: (3-5 year plan):

- a.
- b.
- c.

Expected Outputs: (annually or by the end of the 3-5 year plan):

[Insert tangible achievements or milestones. For example, this can include the number of workshops, cleanup actions or youth programs held, or the number of green infrastructure systems installed.]

Expected Outcomes: (annually or by the end of the 3-5 year plan):

[Insert achievements related to environmental or community improvements. For example, this can include faith community members engaged, city officials' cooperation to restore the watershed or residents connecting to local urban waters.]

Initiative 2

[Insert description/overview of project/vision]

Federal Partners:

Other Partners/Stakeholders:

Workplan Activities: (3-5 year plan):

- a.
- b.
- c.

Expected Outputs: (annually or by the end of the 3-5 year plan)

Expected Outcomes: (annually or by the end of the 3-5 year plan)

V. Other Partnership Activities

Activities listed here are not required to be directly correlated to an initiative.

Project:

[Insert description/overview of project/vision]

Federal Partners:

Partners/Stakeholders:

Milestones:

VI. Additional Initiatives/Projects Suggested by {location}

These are initiatives that have been identified or suggested and should further be explored to determine viability.

Workplan should be revised and updated on an annual or semi-annual basis.

Option 1 Initiative Example (from Caño Martín Peña Workplan):

 [\[Click here to see the full workplan.\]](#)

Initiative 1: USACE Caño Martín Peña Ecosystem Restoration Project (ERP)

“The Caño Martín Peña ERP will restore tidal connectivity between the San José Lagoon and the San Juan Bay by removing over 800,000 cubic yards of sediments, debris and trash; reducing water residence time; improving water quality; improving essential fish habitat conditions and mobility of fish throughout the San Juan Bay Estuary; and boosting biodiversity.”²

Federal Participants: U.S. Army Corps of Engineers (USACE), U.S. Environmental Protection Agency (EPA), White House Task Force

Partners/Stakeholders: Enlace, G-8 Communities, San Juan Bay Estuary Program (SJBEP), Department of Natural and Environmental Resources (DNER), Puerto Rico Federal Affairs Administration (PRFAA), Resident Commissioner’s office, Fundación Banco Popular

Year 1 Workplan Activities:

a. Feasibility Study Approval

Enlace is working with USACE, EPA and DNER on finalizing and getting approval of the Feasibility Study by December 2015.

b. Appropriations for Pre-Construction and Engineering

Once the feasibility study is approved the next phase requires appropriating funds in Fiscal Year (FY) 2016 that will allow continuing with Pre-Construction and Design (PED). The estimated cost for the PED is \$10.38 million (65% federal/35% local cost share), to be spent in 18 months. Both the federal and nonfederal cost-share must be secured by December 2015. The White House Task Force can collaborate in ensuring this activity is included in the president’s FY 2017 budget. The Puerto Rico Affairs Administration, the Resident Commissioner’s office and Fundación Banco Popular are working on Congressional awareness and strategy for appropriations in FY 2016 budget.

c. Contract and Initiate Pre-Construction Engineering and Design

With PED funding secured, both Enlace and USACE must move quickly toward procuring and contracting services for PED to initiate work by the end of Year 1.

Expected Outputs Year 1:

- Approved Feasibility Study
- PED appropriation (federal and local)
- PED contracting

Year 2 Workplan Activities:

- a.** Pre-construction Engineering and Design - Enlace and USACE are to continue with PED development during Year 2. By the end of Year 2 PED should be completed or close to completion.

² USACE. Final Independent External Peer Review Report Draft Feasibility Report and Environmental Impact Statement for the Caño Martín Peña Ecosystem Restoration Project. San Juan, Puerto Rico. 12 Dec. 2013. 18 Jul 2014.

Option 2 Initiative Example

(from Los Angeles River Watershed Workplan):

 [\[Click here to see the full workplan.\]](#)

Initiative 14: L.A. River Natural Park and Regional Access

This project is comprised of three components that will establish a regional park on 16 acres of contiguous open space along the L.A. River in Studio City, and connect the adjacent L.A. River Trail and a transportation hub that will encourage non-motorized public access to the river and the park.

L.A. River Natural Park is the medium-to-long-term goal of a number of public agencies, elected officials and L.A. River citizens groups who want to optimize the unique regional L.A. River public access, water quality improvement, habitat restoration, scenic and educational value of this, the last 16 acres of unprotected open space along the 22 miles of the L.A. River in the San Fernando Valley. The property is located in Studio City and runs between Whitsett and roughly Coldwater Canyon, abuts the L.A. River on the southern side and has Valley Spring Lane as a northern boundary. The L.A. River Natural Park will also serve to improve water quality through reclamation and remediation of surface runoff from the surrounding neighborhoods by creating state-of-the-art constructed wetlands to naturally filter and clean runoff. The immediate plan for the L.A. River Natural Park requires opposition to planned zoning revisions and the development of high density housing on the site.

As a regional access point to the L.A. River, 1.5 miles of L.A. River Greenway Trail will be improved and connected to improved greenways on either side of this stretch. In addition, a City of Los Angeles public garage 400 yards to the east is envisioned as a regional bicycle hub and staging site for non-motorized access to the trail and other passive recreational activities being planned at the park.

Involved Partners: U.S. Army Corps of Engineers, City of L.A., Santa Monica Mountains Conservancy, Community Conservation Solutions (CCS), SAVE LA River Open Space, Friends of the Los Angeles River

Milestones: Concept and design phase, ongoing public outreach; three grants recently awarded, seeking remaining funding; permitting, construction 2014-2016.

- L.A. River Greenway Trail
 - Community Workshop to Review Design – May 2014
 - Design completed – June 2014
 - Groundbreaking – September 2014
- L.A. River Natural Park
 - Ongoing discussions with property owners
- L.A. River Parking Garage & Bicycle Hub
 - Host discussion with relevant city departments and L.A. River groups to identify planning and signage needs – March 2014

Grant Writing Support Tips for Ambassadors and Federal Urban Waters Partners

Purpose: This document provides guidance to Ambassadors and federal employees representing their agency in a local Urban Waters partnership on how to identify funding opportunities and assist in preparing grant applications. It seeks to provide answers to the following questions:

- What can Ambassadors and federal agency partners do to help state and local partners seek grant funds? What are the limitations on grant seeking help that Ambassadors and federal partners can provide?
- What should Ambassadors do/not do to help provide training?
- What language should Ambassadors use to contact their funding agency for clarification?

Improving Grant Writing Capacity through the Urban Waters Partnership

One of the Urban Waters Federal Partnership's (UWFP) key roles has been to foster partners' ability to achieve their Urban Waters-related goals. To help do this, the Ambassador and the core federal team may work to compile and share funding opportunities, provide grant guidance and assistance as appropriate, and promote collaboration.

How can Ambassadors work with local partners to prepare grant applications?

UWFP Ambassadors can take the following approaches to provide grant writing assistance:

- **Coordinate a grant writing workshop**—Ambassadors are encouraged to assist in coordinating a grant writing workshop and to invite speakers to share information regarding [Grants.gov](https://www.grants.gov). Many Urban Waters locations have developed grant workshop presentations and, depending on audience experience, presentations can be specific to target audience needs. The Ambassador can reach out to federal leads regarding resources available to the UW partnership. If an Ambassador is unable to coordinate a grant writing workshop, the Ambassador can seek contractor support for assistance. The Ambassador can also research and identify potential funding opportunities to gain contractor support.
- **Compile and share funding opportunities with partners**—The Ambassador and core federal partners identify, compile and share funding opportunities that may further partners' Urban Waters-related goals and projects. The national bi-weekly newsletter and many local Urban Waters partnership e-newsletters feature a regular "Funding Opportunities" section. Further, special email alerts can be scheduled for especially relevant or time-sensitive opportunities. Funding opportunities are also announced and/or discussed at partnership meetings.
- **Provide grant guidance and assistance**—Partners sometimes need help preparing quality proposals, connecting with partners, or managing and reporting on grants. While the Ambassador and federal leads cannot complete this work for the partner, they can provide guidance, such as reviewing grant applications and contacting partners about grant opportunities. As an example, the Northwest Indiana team often helps partners identify ways to meet match requirements to obtain grants, particularly when in-kind match is allowable. Ambassadors may also help develop a proposal narrative if this type of assistance is offered to all partners equally and conflicts of interest are carefully avoided.

It is important to note that federal employees never assist in developing or reviewing grant proposals for funding from their home agency and/or department. Federal partners are cognizant of their agency conflict of interest rules and always follow those carefully. Because the UWFP includes multiple agencies,

at least one partner is typically unconnected to the funding agency and able to provide assistance. (Please see section below: *In what cases should an Ambassador avoid providing grant application assistance?*)

- **Promote collaboration**—Local capacity to obtain grants can be limited by the ability of small organizations to administer large grants. Similarly, the funding range for certain grants often exceeds the amount required for individual projects. For this reason, local partnerships can work to increase regional capacity by promoting collaboration among organizations to share resources and expertise, combine similar projects, and work together to prepare and administer grants.

In what cases should an Ambassador avoid providing grant application assistance?

Based on how the Ambassador position is funded, there are limits on the extent to which Ambassadors can provide direct grant writing assistance to local partners. If the Ambassador position is federally-funded, the Ambassador may be prohibited from writing or helping to prepare any grant application, no matter the funding source, or may only be prohibited from helping with proposals intended for their own agency. If the Ambassador works for a nonprofit that is funded through a federal grant, the individual may not write or prepare a grant application, unless approved by the agency funding their position. In some cases, it may make sense for Ambassadors to raise this issue at a partnership meeting to find out what grant seeking support would be helpful and what conflicts of interest the partners are most concerned about.

While the partnership often participates in grant-funded projects, letters of support are rarely issued, and Urban Waters is rarely listed as a formal partner. Given the range of federal agencies engaged in the UWFP, it is often inappropriate to issue letters of support for federal funding. For example, more than 60 organizations are part of the Northwest Indiana Partnership, and the team is careful to not advocate for one project or partner over another.

How should Ambassadors contact their funding agency for clarification?

If any questions arise, contact your funding agency for clarification on the extent to which you can provide guidance. If your Ambassador position is funded through EPA, check with EPA Headquarters' Urban Waters team and/or EPA's grant office for further information or clarification. When contacting the grant office, here is some example language you can use:

- Can an employee/grant-funded person/contract-funded person (etc.) assist partners with applications for grant funding from our agency?
- Can an [employee] assist partners with applications for grant funding from other federal agencies or other nongovernmental organizations?

The goal is to determine: Is there a concern of a conflict of interest or favoritism legally or even optically (appearance)?

Summary: How Ambassadors Can Provide Grant Writing Support

In conclusion, Ambassadors and Urban Waters leads can assist with grant applications through (1) coordinating grant writing workshops, (2) compiling and sharing funding opportunities, (3) promoting partner collaboration, and (4) providing grant writing guidance. However, Ambassadors cannot directly write or prepare a grant application, and typically cannot issue letters of support for funding. When providing grant writing assistance, Ambassadors and leads must be cognizant of, and avoid, potential conflicts of interest.

Resource Document on Funding Opportunities for Urban Waters Projects

Summary: This document provides information on funding opportunities that have been relevant to Urban Waters Federal Partnership (UWFP) locations in the past. These diverse opportunities have varying levels of commitment and available funding from year to year. Some of these opportunities are only applicable to organizations from certain sectors, but cooperation on planning grant applications as a local UW partnership has been useful in the past. To find and apply to other federal grants, visit <https://www.grants.gov/>.



Grants listed below are organized by topic. They vary according to the cycle when awarded, deadline and application process. All grants listed are subject to change due to funding availability. The grants detailed below have historically funded projects focused on urban waters restoration and protection, water infrastructure and economic development. Given the limited funding availability, additional private sector funding opportunities are listed on the final page of this document

Urban Waters Restoration and Protection

EPA Urban Waters Small Grants

The Urban Waters Small Grants are expanding the ability of communities to engage in activities that improve water quality in a way that also advances community priorities. EPA supports and empowers communities, especially in under-served areas, who are working on solutions to address multiple community needs and fostering successful collaborative partnerships. The grants are competed and awarded every two years, with individual award amounts of up to \$60,000. Learn more [here](#) and find the small grants fact sheet [here](#).

The Five Star and Urban Waters Restoration Grant Program

This public-private partnership managed by the National Fish and Wildlife Foundation seeks to develop community capacity for urban waterway restoration by providing modest financial assistance to diverse local partnerships focused on improving water quality, watersheds and the species and habitats they support. While several agencies and companies support this grant program, EPA's Urban Waters Program gives special consideration to project proposals that advance the priorities in the 19 Urban Waters Federal Partnership designated locations. Learn more [here](#) and find the fact sheet [here](#).

2017 Healthy Watersheds Consortium Grant Program, U.S. Endowment for Forestry and Communities

The goal of the Healthy Watersheds Consortium Grant Program, a partnership between EPA and the Natural Resources Conservation Service, is to accelerate strategic protection of healthy, freshwater ecosystems and their watersheds. Eligible applicants include not-for-profit organizations; for-profit companies; tribes; intertribal consortia; interstate, state and local government agencies, including water utilities and wastewater facilities; and colleges and universities. More information can be found [here](#).

Rivers, Trails and Conservation Assistance Program

Administered by National Park Service, this program is available for community groups, nongovernmental organizations, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places and create recreation opportunities. The program does not include financial grants but provides the assistance of a staff member with extensive experience in community-based outdoor recreation and conservation. Project applications are due annually on August 1. Learn more about the application process [here](#).

Water Infrastructure and Green Infrastructure

EPA Water Finance Clearinghouse

The Water Finance Clearinghouse is an easily navigable web-based portal to help communities locate information and resources that will assist them in making informed decisions for their drinking water, wastewater and stormwater infrastructure needs. The Water Finance Clearinghouse includes two searchable databases; one contains available funding sources for water infrastructure and the second contains resources, such as reports, weblinks and webinars, on financing mechanisms and approaches that can help communities access capital to meet their water infrastructure needs. The Clearinghouse can be found [here](#).

EPA Clean Water State Revolving Fund (CWSRF)

The CWSRF is a financial assistance program for a wide range of water infrastructure projects. Using a combination of federal and state funds, state CWSRF programs provide loans to eligible recipients to construct municipal wastewater facilities, control nonpoint sources of pollution, build decentralized wastewater treatment systems, create green infrastructure projects, protect estuaries and fund other water quality projects. More information is found [here](#).

EPA Water Infrastructure Finance and Innovation Act (WIFIA)

The WIFIA program's mission is to accelerate investment in our nation's water and wastewater infrastructure by providing long-term, low-cost supplemental credit assistance under customized terms to creditworthy water and wastewater projects of national and regional significance. The program offers creditworthy borrowers loans for up to 49 percent of eligible project costs. Learn more about the WIFIA program and eligibility requirements [here](#).

EPA 319 Grants

Clean Water Act Section 319(h) funds are provided only to designated state and tribal agencies to implement their approved nonpoint source management programs. State and tribal nonpoint source programs include a variety of components, including technical assistance, financial assistance, education, training, technology transfer, demonstration projects and regulatory programs. Each year, EPA awards Section 319(h) funds to states in accordance with a state-by-state allocation formula that EPA has developed in consultation with the states. Learn more about the 319 grants eligibility and application process [here](#).

Coastal Waters, Oceans or Lakes

HHS Impacts of Climate Change on Oceans and Great Lakes Program

The U.S. Department of Health and Human Services (HHS) announced funding for multi-component projects that will investigate the impact of climate change on emerging public health threats associated with marine and Great Lakes Basin environments. More information can be found [here](#).

FWS Coastal Program

The Fish and Wildlife Service (FWS) announced funding to provide direct technical assistance and financial assistance to coastal communities and landowners to restore and protect fish and wildlife habitat on public and private lands. FWS will favor conservation activities and projects that incorporate ecosystem adaptation and help coastal ecosystems and communities adapt to the effects of sea level rise and greenhouse gases. More information can be found [here](#).

NOAA Coastal Resilience Grants Program

This grant program hopes to implement projects that build resilient U.S. coastal communities, economies and ecosystems. Two categories of activities will be supported: (1) Strengthening Coastal Communities: activities that improve capacity of multiple coastal jurisdictions to prepare and plan for, absorb impacts of, recover from and/or adapt to extreme weather events and climate-related hazards; or (2) Habitat Restoration: activities that restore

habitat to strengthen the resilience of coastal ecosystems and decrease the vulnerability of coastal communities to extreme weather events and climate-related hazards. More information can be found [here](#).

Brownfields

Assessment Grants

An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants and up to \$200,000 to address a site contaminated by petroleum. The performance period for these grants is three years. More information can be found [here](#).

Revolving Loan Fund (RLF) Grants

Provide funding for a grant recipient to capitalize a revolving loan fund and to provide sub grants to carry out cleanup activities at brownfields sites. Through these grants, EPA seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields. When loans are repaid, the loan amount is returned into the fund and re-lent to other borrowers, providing an ongoing source of capital within a community. More information can be found [here](#).

Cleanup Grants

Provide funding for a grant recipient to carry out cleanup activities at brownfields sites. An eligible entity may apply for up to \$200,000 per site. The performance period for these grants is three years. More information can be found [here](#).

Brownfields Area-Wide Planning Program

The Brownfields Area-wide Planning (BF AWP) grant program provides funding to conduct activities that will enable the recipient to develop an area-wide plan (including plan implementation strategies) for assessing, cleaning up and reusing catalyst/high priority brownfields sites. Funding is directed to a specific project area, affected by a single large or multiple brownfields sites. EPA currently offers the BF AWP grant funding opportunity every other year, as funding is available. We anticipate the next available funding opportunity will open in summer 2018. More information can be found [here](#).

Environmental Workforce Development and Job Training Grant

Annual Environmental Workforce Development and Job Training grants allow nonprofit and other organizations to recruit, train and place predominantly low-income and minority, unemployed and under-employed people living in areas affected by solid and hazardous waste. This funding can also go to water-related training. More information can be found [here](#).

Brownfields Technical Assistance and Research

EPA is committed to providing technical assistance and research resources to help small, rural, environmental justice and other community stakeholders with the necessary assistance to aid in the assessment and cleanup of brownfield properties. The major mechanism the EPA Brownfields program provides this assistance is through grant funding to recipients who in turn operate programs which provide direct technical assistance to communities or develop tools and materials that communities can use which will assist them. Funding also goes to organizations that provide research on brownfield issues that can benefit communities. More information can be found [here](#).

Environmental Justice

Environmental Justice Small Grants

EPA's Environmental Justice Small Grants program provides financial assistance to community-based organizations and local and tribal governments working on projects that support activities designed to empower and educate affected communities and to identify ways to address environmental and public health concerns at

the local level. Approximately 40 one-year projects will be awarded at up to \$30,000 each. More information can be found [here](#).

The Environmental Justice Collaborative Problem-Solving (CPS) Cooperative Agreement Program

CPS provides financial assistance to eligible organizations working on or planning to work on projects to address local environmental and/or public health issues in their communities, using EPA's "Environmental Justice Collaborative Problem-Solving Model." One award will be made per region in amounts of up to \$120,000 per award for a two-year project period. More information can be found [here](#).

Small Grants Program, Center for Health, Environment and Justice

The Center for Health, Environment and Justice's Small Grants Program helps grassroots groups build their capacity. Grant activities can include board development, membership outreach, fundraising efforts, strategic planning, training events and educational activities. More information can be found [here](#).

Community and Housing Development

Funders' Network for Smart Growth and Livable Communities (TFN)

Partners for Places, supported by a network of foundations, is a matching grant program that creates opportunities for cities and counties in the United States and Canada to build partnerships between local government sustainability offices and place-based foundations. The grant program provides partnership investments between \$25,000 and \$75,000 for one-year projects, or \$50,000 and \$150,000 for two-year projects, with a 1:1 match required by one or more local foundations. More information can be found [here](#).

Community Development Block Grants (CDBG)

Administered by the U.S. Department of Housing and Urban Development (HUD), the CDBG program provides annual grants on a formula basis to 1209 general units of local government and states. The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses. HUD does not provide CDBG assistance directly to individuals, businesses, nonprofit organizations or other nongovernmental entities. If you are interested in participating in this program, you need to contact your local municipal or county officials to find out how the program operates in your area. More information and details on the different grant program areas can be found [here](#).

U.S. Department of Treasury Community Development Financial Institutions Fund (CDFI Fund)

Through various awards programs, the CDFI Fund supports financial institutions (CDFIs and CDEs) recognized for their expertise in providing service and support to low-income communities. In turn, these organizations leverage the resources awarded to them by the CDFI Fund to draw in new or increased sources of private funding. To be eligible for this award your organization must be a certified or certifiable CDFI. You can find a list of eligible CDFIs near you to bring into your partnership or learn how apply for a CDFI certificate [here](#). More information on the different award programs and the specific requirements can be found [here](#). An infographic on how the CDFI funds work is available [here](#).

Economic Development and Transportation

U.S. Department of Transportation (DOT) Transportation Investment Generating Economic Recovery (TIGER) Competitive Grant Program - now known as the BUILD program

The highly competitive TIGER grant program supports innovative projects, including multi-modal and multi-jurisdictional projects. Since 2009, the TIGER grant program has provided a combined \$5.1 billion to 421 projects in all 50 states, the District of Columbia, Puerto Rico, Guam, the Virgin Islands and tribal communities. Applicants must detail the benefits their project would deliver for five long-term outcomes: safety, economic

competitiveness, state of good repair, quality of life and environmental sustainability. More information about the program can be found [here](#). Information on how to apply can be found [here](#).

EDA's Public Works and Economic Adjustment Assistance Programs

EDA provides strategic investments on a competitive merit basis to support economic development, foster job creation and attract private investment in economically-distressed areas of the United States. EDA provides other funding opportunities such as the EDA Planning Program and Local Technical Assistance Program, Regional Innovation Strategies Program Competition, and The Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Initiative. More details on these programs can be found [here](#).

Community Reinvestment Act (CRA)

CRA was established to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods. Information on what types of loans qualify as community development loans and qualified investments can be found [here](#). More information, including strategic plans, can be found [here](#).

Private Sector Foundations

The following foundations also support urban waters opportunities.

The Kresge Foundation

The Health Team funds evidence-based work and innovation developed at the local, state or national levels in the following three areas: (1) Healthy Environments, supporting efforts that create healthy and safe spaces for children and families; (2) Caring Communities, strengthening safety net institutions to achieve better health-care outcomes; and (3) Emerging and Promising Practices in Health, stimulating innovative connections across sectors to improve the well-being of vulnerable populations. Learn more about their current funding opportunities and application details [here](#).

Health Impact Project

Launched by The PEW Charitable Trusts and the Robert Wood Johnson Foundation, it funded 13 Health Impact Assessments (HIAs) in 2009 in 10 states. The Health Impact Project offers funding to communities and organizations seeking to promote the consideration of health in policy and decision-making. Eligibility varies based on the specific call for proposals. More information can be found [here](#).

The Robert Wood Johnson Foundation

Work to help achieve health equity and expand opportunity to pursue the best health possible, through investments in four broad areas: healthy communities, healthy children and weight, health leadership and health systems. More information on their grants and grant programs can be found [here](#).

The Health and Environmental Funders Network (HEFN)

HEFN is committed to activities at the nexus of environment and health. It produces information resources and organizes funder events to allow funders to collaborate around shared goals and projects. HEFN is currently working with EPA and the National Institute of Environmental Health Sciences (NIEHS) to establish better lines of information sharing and collaboration. HEFN does not itself make grants. Learn more [here](#).

William Penn Foundation Watershed Protection Fund

The Foundation supports projects that protect and restore the Delaware River watershed's natural environment to ensure there is an adequate supply of clean water for generations to come. Prospective grantees are welcome to submit proposals to more than one strategy. Learn more about Watershed Protection's grant making process, eligibility requirements and grant making timeline [here](#).

Ford Foundation: Challenging Inequality Grants

The Foundation works and make grants in seven interconnected areas that together, we believe, can help challenge inequality. The seven areas include civic engagement and government; free expression and creativity; equitable development; gender, racial and ethnic justice; inclusive economies; internet freedom; and youth opportunity and learning. Throughout our history, the Foundation's approach has been characterized by a continuous emphasis on building institutions and networks, investing in individuals and leadership and supporting innovative ideas. Search their grants database [here](#).