



# A Sustainability Workbook for Environmental Justice Communities:

Lessons from the Leaders in Environmental Action Pilot (LEAP)



## APPENDICES



Prepared by the Technical Assistance Services for  
Communities (TASC) Program

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# APPENDIX A: LEAP-SPECIFIC RESOURCES

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# LEAP Worksheets





**WORKSHEET 3**

**Collaborative Problem-Solving Element 3:  
Consensus Building and Dispute Resolution**

Effective community engagement involves finding good ways to make group decisions, involving all relevant stakeholders and resolving disagreements, if necessary.

<b>What conflicts or disagreements has the community experienced?</b>	<b>What actions should be taken to resolve the conflicts or disagreements?</b>

<b>What challenges do you anticipate encountering before you arrive at consensus and agreement?</b>	<b>What actions can you take to create consensus?</b>

<b>What conflicts and disagreements remain?</b>	<b>What steps can you take to resolve outstanding conflicts and disagreements?</b>

**WORKSHEET 4**

**Collaborative Problem-Solving Element 4:  
Multi-Stakeholder Partnerships and Leveraging of Resources**

An effective community engagement effort requires the support of people who can contribute ideas and resources. It is important to identify these individuals early in the engagement process, make contact and develop working relationships. Create a common vision, goals and objectives with the partners and a clear, workable plan to address identified issues.

<b>Stakeholder or Partner</b>	<b>Sector</b>	<b>What Is their Role in this Effort?</b>	<b>Contact Information</b>



## **WORKSHEET 6**

### **Collaborative Problem-Solving Element 6: Sound Management and Implementation**

Sound organization and management is important to produce results. This means developing and carrying out work plans with clear goals and clear timeframes and assigning responsibilities to the appropriate people.

- 1. Did you develop an organizational strategic plan to guide the future work of your organization and chart its growth and development? Please describe the key elements of your organizational strategic plan.**
  
- 2. Did you develop yearly action plans for your organization to outline future activities and goals? If so, please describe them.**
  
- 3. How was progress in achieving the goals communicated to the community?**
  
- 4. Does the organization have a plan for organizational development that includes reviewing governing documents, financial management procedures and personnel policies? Please describe what your plan entails.**
  
- 5. Does the organization have a staff and board leadership development and succession plan in place? Please describe the key elements of your plan, or the challenges you face in planning for staff and board turnover?**

**WORKSHEET 7**

**Collaborative Problem-Solving Element 7:  
Evaluation, Lessons Learned and Replication of Best Practices**

Evaluation helps determine whether a project is achieving its goals. Findings from the evaluation should be shared with project partners, so they can make informed decisions to improve project performance.

List the evaluation techniques you will use.	What are the measures of success?	What mechanisms will be used to integrate lessons learned into existing practices and programs?

# Work Plan Template

**LEADERS IN ENVIRONMENTAL ACTION PILOTS  
WORK PLAN**

FOR

[PROJECT NAME]

[Date]

Submitted by

[RECIPIENT NAME]

[RECIPIENT ADDRESS]

[Lead Contact Name, Phone Number and E-mail]

The Budget Narrative and/or Budget Table should identify the leveraged funds being provided as “Non-EPA funds” and to which Task the leveraged funds will be applied and the source(s) providing the funding. It is best to assess a Dollar amount to “in-kind” services as well.

#### **4.0 SCHEDULE AND DELIVERABLES**

- A) Completed Activities/Tasks and correlation to approved workplan
- B) Deliverables to the SCDHEC PO
- C) Time Line for Tasks and Activities to be performed

Provide a matrix listing each of the approved tasks as outlined in your project’s workplan, including: Projected start and completion date; Project Lead; Deliverable to be Submitted i.e. Quarterly Report, Recipient of the Deliverable; Date Task Completed/Deliverable Submitted. *(Please make the print size readable)*

#### **4.1. Reporting Requirements**

##### **4.1.1. Project Progress**

*Progress reported in this section will clearly identify only those activities performed during the reporting period that were undertaken with SCDHEC funds, and will relate SCDHEC-funded activities to the objectives and milestones agreed upon in the recipient’s work plan.*

##### **4.1.2 Accomplishments During the Reporting Period**

Describe the work accomplished during the reporting period. Activities (tasks, subtasks, outputs, objectives, milestones, etc.) agreed upon in the work plan should be listed here in the order in which they appear in the work plan. A description of work accomplished (or ongoing) during the reporting period should follow each activity. You may also summarize the status of each activity from prior reporting periods.

Please also explain in this section any delays or other problems (if any) encountered during this reporting period for each activity, and describe the corrective measures that are planned. Describe any deliverable or other work product within its related description of the task accomplishment. These may have been submitted to EPA during the quarter or may be attached to the quarterly report. Examples of those submitted during the quarter may include the curriculum design for the training project. Examples of those attached to the report may include a list of leveraged activities, community meeting minutes or summaries, outreach brochures, and newspaper articles about the Brownfields job training program.

##### **4.1.3 Modifications to the Work Plan**

Include a description of any approved modifications to the work plan during the reporting period. Also mention in this section modifications to the work plan that will be formally proposed through the required paperwork. If none, please state so. Please note that mentioning a proposed modification or item requiring approval in the quarterly progress report does not satisfy the requirement for submitting a formal request to the EPA project manager. *Modifications requiring approval include changes to the budget and the approved scope of work.*

whom each element of the work plan will be carried out including supporting organizations, consultants, and contractors. Specifically state who within your organization will be responsible for project oversight and completion of workplan activities.

## 2.0 PROJECT TASK DESCRIPTIONS

Describe each task and sub-task that will be performed as part of this project and the type of funding that will be used for each task or sub-task (EPA cooperative agreement, cost share from another source, other non-federal funds, etc). Link personnel, supplies and other budget costs from the detailed budget table/narrative to the tasks/objectives listed in the workplan.

### TASK 2.1 PROJECT MANAGEMENT AND REPORTING

Purpose is to perform project management as required to implement and manage this project under the cooperative agreement, including all required reporting and contractor procurement. For each sub-task, provide the following:

- Objective of the task
- Who is assigned lead for each task
- Estimated cost
- Projected Output
- Projected Outcomes
- Deliverables (projected date for submittal to SCDHEC, if required)
- Estimated start and completion dates

**2.1.1 Project Management:** Those activities necessary to manage the project in accordance with the work plan and all required statutes, circulars, terms & conditions, including establishment and maintenance of necessary cooperative agreement records and files; financial management, project oversight, and attendance at necessary project meetings.

**2.1.2 Time Line for Tasks/Activities:** Provide a schedule of all key milestones, activities and accomplishments anticipated over the length of the cooperative agreement. It is recommended that you discuss anticipated start date for this agreement with your SCDHEC Project Officer and reference general time frames rather than specific dates. For example, a three- year project could be referenced with 24 months (Task One /Month 1-2, Task Two/Month 6 – 12).

**2.1.3 Periodic Reporting:** Required periodic reports include: 1) Quarterly Progress Reports within 30 days from the end of each federal fiscal quarter; 2) Financial Status reports; *to be submitted annually and with final report at project end.*

**2.1.4 Final Performance Report:** A final performance report submitted to the SCDHEC Project Officer within 90 calendar days after the expiration or termination of the award. The report may be provided to the Project Officer electronically. The report shall generally contain the same information as in the Quarterly Progress Reports but should cover the entire project period and include any videos, photos (digital and hard copy) etc. produced during the grant term. In addition, the Final Performance Report should specifically address lessons learned by you or your contractor(s) in implementing the LEAP grant as well as successes achieved.

### TASK 2.2 PUBLIC INVOLVEMENT

### **2.2.2 Public Outreach Plan**

Discussion for on-going outreach and public involvement, including communication with stakeholders, should be outlined in this section. Describe means or activities you will use to keep the public informed

### **2.4 Training, if needed**

*(Continue with as many tasks as needed).*

### 3.0 BUDGET

- A) **Table:** Provide a detailed budget breakout by major cost elements for each task, sub-task or major activity. Include the following breakout elements if possible: personnel; fringe benefits; travel; supplies; contractual services; other. At a minimum the total costs for each task must be provided.

The total cost by category must match the Budget Table on Form 424A submitted to EPA as part of your application.

#### Sample Project Budget *Only those tasks & activities funded with SCDHEC funds*

Budget Categories	Task 1 – Project Management	Task 2 – Public Involvement		Task 3 –Completion	Total
Personnel	<i>Personnel cost where directly related to programmatic required activities only Administrative Costs are prohibited</i>				
Fringe Benefits	<i>Personnel cost where directly related to programmatic required activities only Administrative Costs are prohibited</i>				
Travel					
Equipment	<i>Purchase of equipment is prohibited /Any single cost item under \$5,000 is defined as “Supplies”</i>				
Supplies					
Contractual					
Other					
Total Direct Charges					
Indirect Costs (%)	<i>Ineligible Costs for Brownfields Cooperative Agreements</i>				
Total EPA Funds					
Non-EPA Funds					
Total Non-EPA Funds					

- B) **Budget Narrative:** The purpose of the Budget Narrative is to provide detail on budget estimates outlined in the above Table. For each budget category listed in the Table (i.e. personnel, fringe benefits, travel, etc), describe the basis for which each estimate is projected. Refer to Part Two of the *Application Handbook for Federal Assistance Agreements* for greater detail and assistance in developing your project budget and narrative.

Indirect costs are not eligible for reimbursement by cooperative agreement funding . Refer to grant guidance or attached terms and conditions for description of what is included as indirect and eligible costs.

The Budget Narrative and/or Budget Table should identify the leveraged funds being provided as “Non-EPA funds” and to which Task the leveraged funds will be applied and the source(s) providing the funding. It is best to assess a Dollar amount to “in-kind” services as well.

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#### **4.1.4 Projected Activities for Next Quarter**

Describe the activities that you expect to be underway during the following reporting period.

#### **4.1.5 Measures of Success**

Provide information that will help measure the success of the project or program. Discussing leveraged success measures and sources of funding in this section is encouraged, but it should

#### **4.1.6 Project Status and Timeline**

If overall the project is expected to be on target, please state so. For example, individual tasks may be behind schedule, but overall, is the project expected to be completed on time and on budget? Using a timetable is recommended. Explain significant discrepancies.

### **4.0 Deliverables**

List the deliverables or products completed in the quarter - provide as attachments if they were not already provided to SCDHEC. The following are examples of attachments:

- Community/outreach announcements, meeting minutes, notes, or summaries; outreach materials (i.e., brochures); hard copies of web pages developed as part of the outreach process
- Newspaper articles about the brownfields program
- Photographs (electronic versions preferred)
- Electronic payment requests with supporting documentation
- MBE/WBE Reports
-

# Quarterly Report Template

## LEAP QUARTERLY REPORT TEMPLATE

### Environmental Justice Grants Quarterly Report [Reporting Period]

1. Current status with project in your community
2. Detailed explanation of progress to date of project in your community
3. Difficulties encountered
4. Preliminary data results
5. Activity anticipated during the next reporting period (*include a description of equipment, techniques, and materials to be used or evaluated*)
6. Discuss expenditures along with a comparison of the percentage of the project completed to the project schedule and an explanation of significant discrepancies in the budget, if applicable.
7. Results of collaborative efforts (*include involvement and accomplishments relative to collaborative partners and involvement of the effected community*)
8. Changes to key personnel concerned with the project, if applicable

# Meeting Agenda Template

# MEETING AGENDA

BetterWorkplaceNow.com TomTerez.com

DATE & TIME: \_\_\_\_\_ LOCATION: \_\_\_\_\_ FACILITATOR: \_\_\_\_\_

PURPOSE OF THE MEETING: \_\_\_\_\_ NOTE-TAKER: \_\_\_\_\_ TIMEKEEPER: \_\_\_\_\_

OTHER PARTICIPANTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

BEFORE THE MEETING, complete these sections:		DURING THE MEETING, use the section below to record decisions, next steps, agenda items for the next meeting, etc.
AGENDA ITEMS:	TIME & LEAD	
1. Ensure that key roles are filled: facilitator, note-taker, timekeeper Review the purpose of this meeting Review the agenda and make any necessary updates Revisit the improvement idea from the previous meeting	5 minutes Led by the facilitator	
2.		
3.		
4.		
5.		
6.		
7.		
Last agenda item: <ul style="list-style-type: none"> <li>▶ Evaluate this meeting using the quick assessment below</li> <li>▶ Decide on one improvement for the next meeting</li> <li>▶ Plan the next meeting</li> </ul>		

**EVALUATE THIS MEETING:**

We stayed on track with our agenda:  NO  YES

Everyone participated:  NO  YES

We achieved the meeting purpose:  NO  YES

We clarified our next steps:  NO  YES

This meeting was time well spent:  NO  YES

How can the **NEXT MEETING** be better than this meeting? Decide on one action and write it here:

**PLAN THE NEXT MEETING:**

Purpose: \_\_\_\_\_

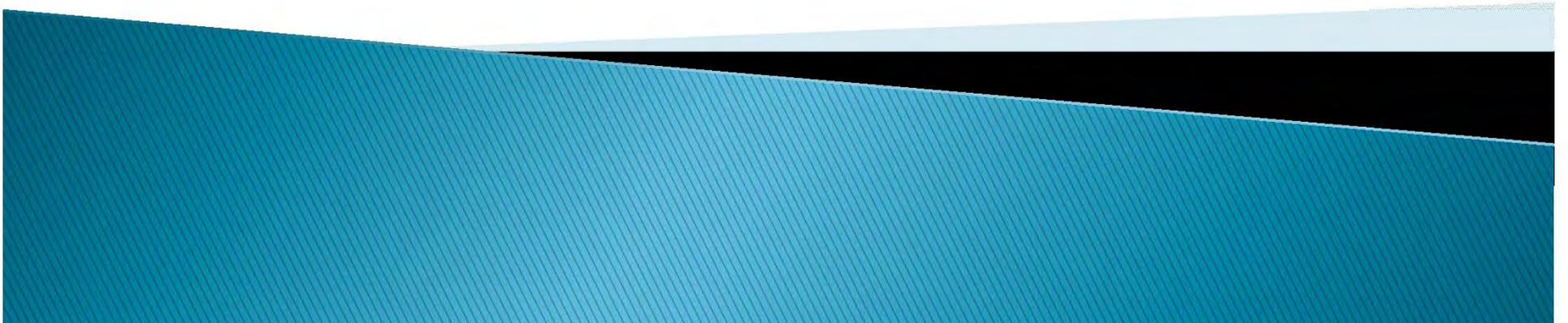
Date and time: \_\_\_\_\_

Facilitator: \_\_\_\_\_ Note-taker: \_\_\_\_\_ Timekeeper: \_\_\_\_\_

# Powerpoint Presentation: Collaboration

# Collaboration

By Nancy Whittle



# Collaboration: What Does It Really Mean?

- ▶ “A mutually beneficial well defined relationship entered into by two or more organizations /groups /individuals to achieve common goals.”
  - (Amerst H. Wilder foundation)



# Group Relationships

- ▶ Involvement
- ▶ Commitment
- ▶ Resources (time, money)
- ▶ Collaborating
- ▶ Cooperating
- ▶ Coordinating
- ▶ Networking

(Turning Point  
Collaborative  
Leadership)

# Fundamental Concepts

- ▶ Networking – Exchanging information for mutual benefit.
- ▶ Coordinating – Networking and altering activities to achieve a common purpose.
- ▶ Cooperating – Coordinating and sharing or pooling resources.
- ▶ Collaborating – Cooperating and enhancing the capacity of another for mutual benefit to achieve a common purpose.
- ▶ Competing – Exchanging some amount of information, but not “proprietary” information; altering activities to meet own needs; sharing resources minimally or with a “hidden agenda.”

A product of Turning Point



# Why Collaborate

- ▶ Shared concern
- ▶ Pool Power
- ▶ Overcome gridlock
- ▶ Add diversity
- ▶ Increase ability to handle complex issues



# What's Love got to do with it?

- ◉ **When the power of love overcomes the love of power the world will know peace.**
  - Jimi Hendrix
- ◉ **Hate is not conquered by hate: hate is conquered by love. This is a law eternal.**
  - Buddha
- ◉ **Love is the truth that sets us free.**
  - Robert Alan
- ◉ **Love is the only force capable of turning an enemy into a friend.**
  - Martin Luther King, Jr.
- ◉ **Love grows by service.**
  - Charlotte Perkins Gilman
- ◉ **We can do no great things--only small things with great love.**
  - Mother Teresa



# What's Love got to do with it?

- Love, agape, is the only cement that can hold this broken community together. When I am commanded to love, I am commanded to restore community, to resist injustice, and to meet the needs of my brothers.

- Martin Luther King, Jr.





Nathaniel Q. Smith, Jr.  
Founder and Convener  
[www.psequity.org](http://www.psequity.org)

**THANK YOU!**



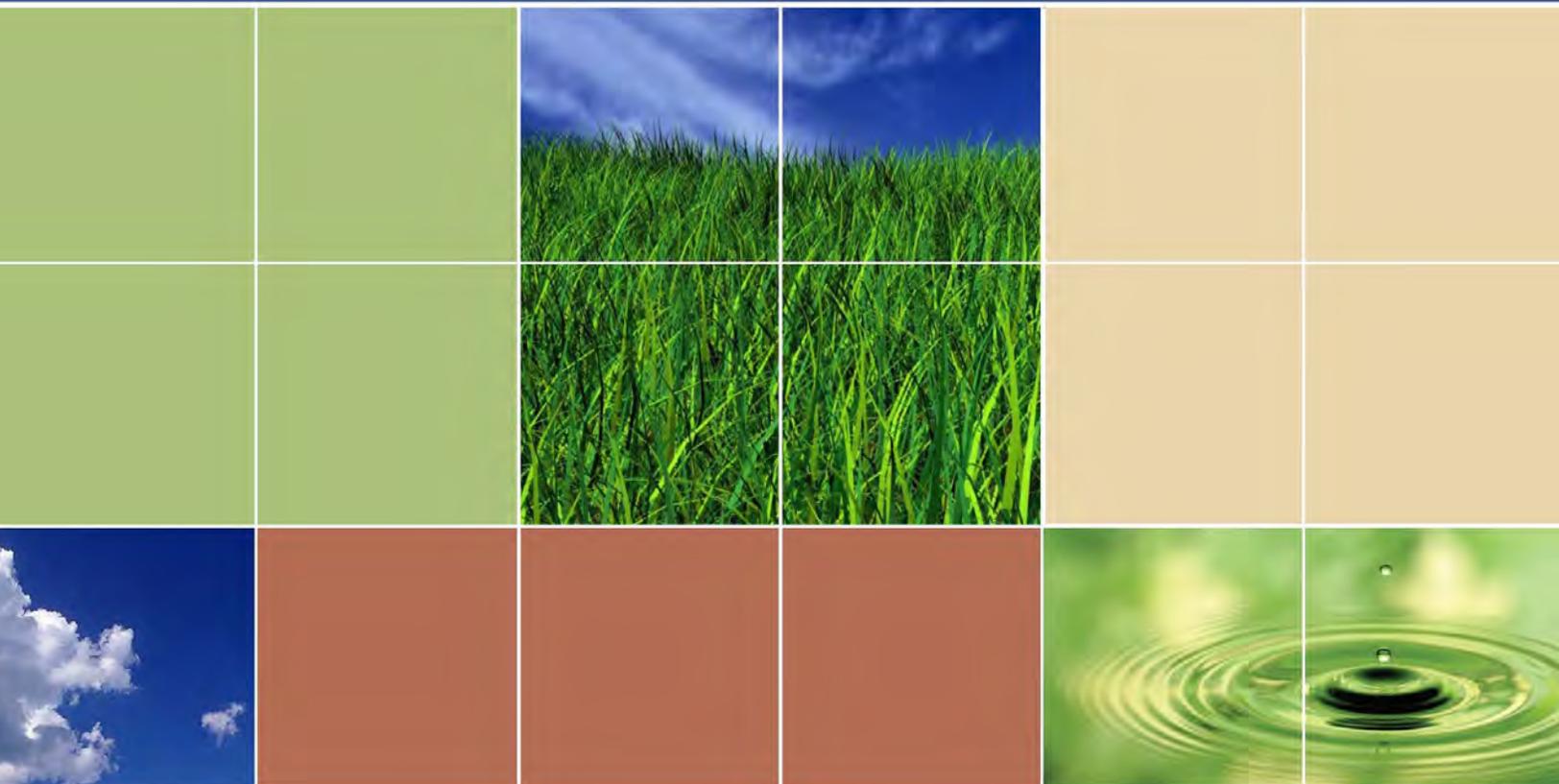
# LEAP Resource Guide

## July 2011



**U.S. EPA REGION 4**  
Leaders in Environmental Action  
Pilots (LEAP) Program  
***Resource Guide***

July 2011



## **Background**

In 2007, the South Carolina Legislature passed legislation that created the South Carolina Environmental Justice Advisory Committee. Environmental Justice, as defined in Act 171, is “the fair treatment and meaningful involvement of all people regardless of race, color, national origin or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies.” Environmental Justice communities commonly include historically under-represented minority and low-income neighborhoods and areas burdened with multiple environmental challenges, including brownfields, Superfund sites or waste dumps. The Advisory Committee includes 13 state agencies and three academic institutions and is tasked with studying and considering state agencies’ responses to Environmental Justice issues as they relate to economic development and revitalization efforts.

In 2009, through a cooperative agreement between the South Carolina Environmental Justice Advisory Committee, U.S. Environmental Protection Agency (EPA) Region 4 and the South Carolina Department of Health and Environmental Control (DHEC) the Leaders in Environmental Action Pilot (LEAP) program was created. The LEAP program awarded grants to four community organizations in South Carolina: A Place for Hope in Rock Hill, Lowcountry Alliance for Model Communities in North Charleston, Community Development Improvement Corporation in Graniteville and The Imani Group in Aiken. Each group chosen is currently addressing environmental as well as social justice issues within their communities.

In December 2010, the LEAP project organized a Summit held in Aiken, South Carolina. Representatives of state, federal and other organizations in South Carolina attended and met with members of each pilot group to determine which existing resources offered by the agencies and organizations could be leveraged to meet the needs of each group. Following the Summit, the LEAP Resource Guide was developed to provide information on existing resources for the pilot communities.

## **Getting Started**

The table below lists the different types of resources available to the pilot communities, categorized by host agencies and organizations. The page numbers in the table refer to sections of the LEAP Resource Guide that provide additional information for particular resources. Each agency/organization’s resource page describes the agency’s mission, provides an overview of key resources and includes a table with contact information and Web links.

	LEAP Resources						
	Community Revitalization	Economic Development	Community Health	Active Living/Healthy Eating	Crime Prevention	Strategic/Land Use Planning	Rural Development
<b>Section 1: South Carolina State Agencies</b>							
Department of Agriculture (p. 5)		X	X	X			
Department of Commerce (p. 7)	X	X				X	X
Department of Education (p. 10)	X		X				
Department of Health and Environmental Control (p. 10)	X	X	X	X			
Department of Health and Human Services (p. 14)			X				
Department of Labor, Licensing and Regulation (p. 15)			X				
Department of Natural Resources (p. 16)						X	
Department of Parks, Recreation and Tourism (p. 17)		X		X			
Department of Public Safety (p. 19)					X		
Department of Transportation (p. 21)	X	X		X			
Office of the Attorney General (p. 23)					X		
Ports Authority (p. 24)	X		X				
<b>Section 2: Federal Agencies</b>							
U.S. Department of Agriculture Office of Rural Development (p. 25)	X	X	X	X			X
U.S. Department of Energy (p.27)		X					
U.S. Department of Transportation (p.29)	X	X				X	
U.S. National Park Service (p.31)	X			X		X	
U.S. Environmental Protection Agency (p. 33)	X	X	X			X	X

	LEAP Resources						
	Community Revitalization	Economic Development	Community Health	Active Living/ Healthy Eating	Crime Prevention	Strategic/ Land Use Planning	Rural Development
U.S. General Services Administration (p.35)	X	X			X		
<b>Section 3: Other Institutions/Organizations</b>							
South Carolina Minority Business Development Agency (p.37)	X	X					
South Carolina Office of Rural Health (p.39)	X		X	X			
South Carolina Small Business Development Center (p.41)		X					
Christ Central Missions (p.42)	X		X	X			
Clemson University Sandhill Research and Education Center (p. 43)	X	X				X	X
Eat Smart Move More SC (p. 44)				X			
Municipal Association of South Carolina (p.45 )	X	X					
SC Association of Community Development Corporations (p.46 )	X	X					
South Carolina Rural Development Council (p. 47 )	X	X					X
University of South Carolina Arnold School of Public Health (p. 48)			X				
University of South Carolina College of Social Work (p. 50)			X				

### Additional Considerations

The LEAP Resource Guide provides a snapshot of the resources available to support environmental justice communities in South Carolina. The resources provided are not intended to be comprehensive; they represent the resources available from South Carolina state agencies, federal agencies and other institutions and organizations identified for the LEAP project. If you would like to learn more about other potential resources, please contact the appropriate agencies or organizations. Depending on the timeframe of your revitalization project, it may also be important to verify the future availability of potential resources.

# Section 1: South Carolina State Agencies

## South Carolina Department of Agriculture

The South Carolina Department of Agriculture's mission is to promote and nurture the growth and development of South Carolina's agriculture industry and its related businesses while assuring the safety and security of the buying public.

The [Certified Roadside Market Program](#) assists farmers in establishing Certified Roadside Markets.

[Community-Based Farmers Markets](#) provides an overview of community-based farmers markets in South Carolina, including links to resources.

The State of South Carolina owns and manages three [farmers markets](#) in Columbia, Florence and Greenville, which are operated from vendor fees.

The [Community Supported Agriculture](#) Web page includes background information on community supported agriculture (CSA) and links to CSA projects in South Carolina.

The [Small Farms Program](#) provides assistance to small family farmers, with an emphasis on dissemination of information, referrals and counseling on issues such as land retention, alternative land uses and community development.

The [School Gardens Program](#) is an initiative by the Department of Agriculture to provide schools and communities with the opportunity to learn healthy eating habits, as well as instill an appreciation for local agriculture and food production.

[The Fresh Approach](#) is a guide to preparing certified, state-grown vegetables.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Department of Agriculture	SC Commissioner of Agriculture P.O. Box 11280 Columbia, SC 29211	(803) 734-2210	<a href="http://agriculture.sc.gov">http://agriculture.sc.gov</a>
Certified Roadside Market Program	Ansley Rast Program Coordinator	(803) 734-2207 <a href="mailto:arast@scda.sc.gov">arast@scda.sc.gov</a>	<a href="http://agriculture.sc.gov/content.aspx?MenuID=192">http://agriculture.sc.gov/content.aspx?MenuID=192</a>
Community-Based Farmers Markets			<a href="http://agriculture.sc.gov/content.aspx?ContentID=773">http://agriculture.sc.gov/content.aspx?ContentID=773</a>
State Farmers Markets			<a href="http://agriculture.sc.gov/content.aspx?MenuID=109">http://agriculture.sc.gov/content.aspx?MenuID=109</a>
Community Supported Agriculture	Fred Broughton Marketing Specialist	(803) 734-2200 <a href="mailto:fbrough@scda.sc.gov">fbrough@scda.sc.gov</a>	<a href="http://agriculture.sc.gov/content.aspx?MenuID=251">http://agriculture.sc.gov/content.aspx?MenuID=251</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Small Farms Program			<a href="http://agriculture.sc.gov/content.aspx?MenuID=107">http://agriculture.sc.gov/content.aspx?MenuID=107</a>
School Gardens Program			<a href="http://agriculture.sc.gov/content.aspx?ContentID=789">http://agriculture.sc.gov/content.aspx?ContentID=789</a> <a href="http://www.scschoolgardens.blogspot.com">www.scschoolgardens.blogspot.com</a>
The Fresh Approach		(803) 734-2200	<a href="http://agriculture.sc.gov/content.aspx?MenuID=257">http://agriculture.sc.gov/content.aspx?MenuID=257</a>

## South Carolina Department of Commerce

The South Carolina Department of Commerce works to promote economic opportunity for individuals and businesses. The Department works to recruit new businesses and help existing businesses grow.

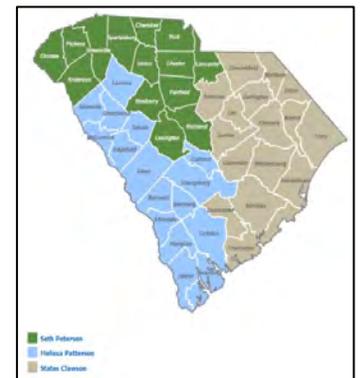
The Department of Commerce provides support for community development corporations through the [South Carolina Community Economic Development \(CED\) Fund and the Community Development Tax Credits Program](#).

- The South Carolina Community Economic Development (CED) Fund is a valuable funding tool that supports projects and activities of community-based non-profit organizations focused on improving quality of life and creating economic opportunity in low-income communities through partnerships. Eligibility includes certification through the Department of Commerce as a Community Development Corporation (CDC) or a Community Development Financial Institution (CDFI).
- The South Carolina Community Development Tax Credits Program is a powerful economic incentive that encourages contributions from private sector investors. These contributions provide working capital and initiate partnerships that reconnect distressed neighborhoods to mainstream development. The South Carolina tax code authorizes a credit against state income tax, bank tax or premium tax liability for up to 33 percent of all amounts contributed to a certified CDC or CDFI. The South Carolina Department of Revenue administers the credit and has created a S.C. Schedule-14, which is completed when filing a state tax return.
- Certification of Community Development Corporations and Community Development Financial Institutions: To be eligible for certain state incentives administered by the Department of Commerce, CDCs and CDFIs must obtain official certification through the Department's Division of Community & Rural Planning and Development.

The Department's Division of Community & Rural Planning and Development provides planning support for counties and rural communities. The Department works with counties and rural communities throughout South Carolina to plan and develop industrial parks and sites that will suit the needs of businesses looking to locate or expand in the state. The Department also works with local communities to address water, wastewater, infrastructure and other priorities. Community Development Planners assist local leaders in achieving success for their communities, with a primary emphasis on the development of industrial parks and sites, enhanced available industrial buildings, leadership development, downtown revitalization, technical assistance and strategic planning.

Through its [County Labor Market Analysis Tool](#), the Commerce Resource Center provides useful economic and labor profiles, as well as detailed labor market information for all South Carolina counties, including snapshots of each county's current labor pool and its demographics, a listing of major companies located in each county, and a map that shows workers' commuting patterns.

The Department of Commerce makes available or administers [grants and incentives for economic development](#). Although many of the grant and incentive programs are intended for businesses, some are geared to counties and municipalities. A few of these are highlighted below.



**Figure 1.** The Department of Commerce has assigned a Community Development Planner to each county in the state. The planner assigned to each county can be identified by [reviewing the Department's website](#).

- The Rural Infrastructure Fund (RIF) assists qualified counties in the state's rural areas by providing financial assistance for infrastructure and other activities that enhance economic growth and development.
- The Tourism Infrastructure Development Grants support new or expanding tourism or recreation facilities or designated development areas primarily through infrastructure projects. This program is generated from a share of the state admissions tax on qualified tourism and recreation establishments and is overseen by the Coordinating Council for Economic Development.
- The South Carolina Community Development Block Grant (CDBG) Program is designed to provide assistance to units of general local government in improving economic opportunities and meeting community revitalization needs, particularly for persons of low and moderate income. The CDBG program has been funded through the state since 1982 by the U.S. Department of Housing and Urban Development (HUD) under the Housing and Community Development Act of 1974, as amended (Title I). Grants Administration, a division of the Department of Commerce, administers the annual allocation from HUD for the CDBG program.

Under Title I, all units of general local government are eligible to apply for CDBG financial assistance, with the exception of the 11 large cities and six urban counties that participate in the CDBG Entitlement program and receive CDBG funds directly from HUD. Ineligible cities include: Aiken, Anderson, Charleston, Columbia, Conway, Florence, Greenville, Myrtle Beach, Rock Hill, Spartanburg and Sumter. Unincorporated areas of the following urban counties are also not eligible: Charleston, Greenville, Horry, Lexington, Richland and Spartanburg. Some of the municipalities in these counties are included in the HUD urban county designation. For an eligibility determination, please contact the urban county or the Department of Commerce.

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Department of Commerce	1201 Main Street, Suite 1600 Columbia, SC 29201-3200	(803) 737-0400  (800) 868-7232 (toll free)	<a href="http://www.sccommerce.com">http://www.sccommerce.com</a>
Planning Support for Counties and Rural Communities			<a href="http://sccommerce.com/about-south-carolina/community-rural-planning-and-development">http://sccommerce.com/about-south-carolina/community-rural-planning-and-development</a>
South Carolina Community Economic Development (CED) Fund			<a href="http://sccommerce.com/about-south-carolina/community-rural-planning-and-development">http://sccommerce.com/about-south-carolina/community-rural-planning-and-development</a>
South Carolina Community Development Tax Credits Program			<a href="http://sccommerce.com/about-south-carolina/community-rural-planning-and-development">http://sccommerce.com/about-south-carolina/community-rural-planning-and-development</a>
Certification of Community Development Corporations (CDCs) and Community			<a href="http://sccommerce.com/about-south-carolina/community-rural-planning-and-development">http://sccommerce.com/about-south-carolina/community-rural-planning-and-development</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Development Financial Institutions (CDFIs)			
County Labor Market Analysis Tool			<a href="http://maps.sccommerce.com/resource/reports.aspx">http://maps.sccommerce.com/resource/reports.aspx</a>
Grants and Incentives for Economic Development			<a href="http://www.sccommerce.com/locate/insc/grantsincentives.aspx">http://www.sccommerce.com/locate/insc/grantsincentives.aspx</a>
Rural Infrastructure Fund (RIF)			<a href="http://sccommerce.com/ceos-site-consultants-prospects/grants-and-incentives">http://sccommerce.com/ceos-site-consultants-prospects/grants-and-incentives</a>
Tourism Infrastructure Development Grants			<a href="http://sccommerce.com/ceos-site-consultants-prospects/grants-and-incentives">http://sccommerce.com/ceos-site-consultants-prospects/grants-and-incentives</a>
South Carolina Community Development Block Grant (CDBG) Program			<a href="http://sccommerce.com/about-south-carolina/community-development-block-grant-program">http://sccommerce.com/about-south-carolina/community-development-block-grant-program</a>

## South Carolina Department of Education

The South Carolina Department of Education is the state agency dedicated to leading educational reform and improvement in the state's 85 school districts and 1,100 public schools. The Department administers a range of programs, including several community-based programs. These programs are highlighted below. The South Carolina Healthy Schools Program is also discussed.

The [Even Start Family Literacy Program Sub-Grants](#) are authorized by Title I, Part B, subpart 3, as amended by the No Child Left Behind Act of 2001. The purpose of the program (20 U.S.C. § 6361) is to help break the cycle of poverty and illiteracy by improving the educational opportunities of the nation's low-income families by integrating early childhood education, adult literacy and adult basic education, and parenting education into a unified family literacy program. Local Even Start programs are designed to meet the needs of the families through four integrated components: adult education, early childhood education, parenting education and interactive literacy activities between parents and children.

The [South Carolina Healthy Schools Program](#) assists schools in their adoption and implementation of effective practices and policies that create a health-promoting environment. The program is funded by the Centers for Disease Control and Prevention (CDC) and is a partnership between the South Carolina Department of Education and the South Carolina Department of Health and Environmental Control to improve health and academic outcomes of the state's school-aged youth. The program encourages the use of the CDC's eight-component coordinated school health model. This model provides a framework for schools to develop practices, programs and policies to enhance the health and learning of all students. The South Carolina Healthy Schools program assists districts and schools in adopting and implementing best practices, programs and policies that support a coordinated approach to increase physical activity, improve nutrition and reduce tobacco use and sexual risk behaviors among students.

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Department of Education	1429 Senate Street Columbia, SC 29201	(803) 734-8500	<a href="http://ed.sc.gov">http://ed.sc.gov</a>
Even Start Family Literacy Program Sub- Grants	1429 Senate Street Suite 1101-B Columbia, SC 29201  Ruth G. Nodine State Coordinator	(803) 734-3540 <a href="mailto:rnodine@ed.sc.gov">rnodine@ed.sc.gov</a>	<a href="http://ed.sc.gov/agency/Standards-and-Learning/Academic-Standards/Even-Start/Howtogetstarted.html">http://ed.sc.gov/agency/Standards-and-Learning/Academic-Standards/Even-Start/Howtogetstarted.html</a>
South Carolina Healthy Schools Program	1429 Senate Street Suite 706-D Columbia, SC 29201  Lynn Hammond Program Director	(803) 734-8076 <a href="mailto:lhammond@ed.sc.gov">lhammond@ed.sc.gov</a>	<a href="http://ed.sc.gov/agency/Innovation-and-Support/Health-and-Nutrition/Healthy-Schools/Index.html">http://ed.sc.gov/agency/Innovation-and-Support/Health-and-Nutrition/Healthy-Schools/Index.html</a>

# South Carolina Department of Health and Environmental Control

The South Carolina Department of Health and Environmental Control (DHEC) promotes and protects the health of the public and the environment. DHEC has several programs and services to communities planning health and revitalization projects.

DHEC provides a range of [health services](#) including an AIDS drug assistance program, breast and cervical cancer screening (Best Chance Network), dental (oral) health and developmental services for infants and toddlers (BabyNet).

DHEC provides a range of [environmental services](#), including a Center for Waste Minimization, radon testing kits, residential well testing, materials exchange and smart business recycling.

DHEC maintains an [Environmental Justice Web page](#) that includes links to key agency information regarding environmental justice issues.

The [Community Liaisons for Public Participation](#) are responsible for dealing directly with the public regarding issues that pertain to the environment.

DHEC has five [Environmental Liaisons](#) to help residents and businesses understand the complexities of health and environmental issues. The Environmental Activities and Health Risks Environmental Liaison is the key contact for citizens who have questions or concerns about environmental activities in their communities and possible health effects. The Freedom of Information Environmental Liaison serves as the contact for the regulated community, community groups and citizens regarding concerns and questions on agency policies and regulations.

The [South Carolina Community Assessment Network \(SCAN\)](#) allows generation of user-specified tables and interactive maps of public health data. SCAN includes county-level information on cancer incidence, childhood lead surveillance and pregnancy.

DHEC is responsible for the administration of several environmental [grants and loans](#). Individuals and organizations are encouraged to apply for applicable grants and loans.

- The [South Carolina Diesel Emissions Reduction Act Grants \(DERA\)](#) is a federal and state grant program that supports diesel emission reductions.
- The [Brownfields Cleanup Revolving Loan Fund \(BCRLF\)](#) is a fund that DHEC received from U.S. EPA's Brownfields Program to provide loans to finance environmental cleanup activities at brownfield sites across South Carolina.
- [319 Nonpoint Source Pollution Grants](#): South Carolina receives an annual grant allocation from U.S. EPA to implement nonpoint source (NPS) abatement strategies as described in the state's NPS Management Program. A portion of these funds are passed on through a competitive grant process to stakeholder groups, government entities or other agencies interested in conducting certain projects that reduce or prevent NPS water pollution.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Department of Health and Environmental Control	2600 Bull Street Columbia, SC 29201	(803) 898-3432	<a href="http://www.scdhec.gov">http://www.scdhec.gov</a>
Health Services			<a href="http://www.scdhec.gov/services.htm">http://www.scdhec.gov/services.htm</a>
Environmental Services			<a href="http://www.scdhec.gov/services.htm">http://www.scdhec.gov/services.htm</a>
Environmental Justice	Nancy Whittle Environmental Quality Control Community Liaison	(803) 896-8967 <a href="mailto:whittlnc@dhec.sc.gov">whittlnc@dhec.sc.gov</a>	<a href="http://www.scdhec.gov/environmentaljustice/index.htm">http://www.scdhec.gov/environmentaljustice/index.htm</a>
Community Liaisons for Public Participation	Nancy Whittle Environmental Quality Control Community Liaison  Karen Sprayberry Environmental Quality Control Administration  Donna Rowe Upstate Community Liaison  Richelle Tolton Lowcountry Community Liaison	(803) 896-8967 <a href="mailto:whittlnc@dhec.sc.gov">whittlnc@dhec.sc.gov</a>  (803) 896-9730 <a href="mailto:spraybkj@dhec.sc.gov">spraybkj@dhec.sc.gov</a>  (864) 241-1090 <a href="mailto:rowedh@dhec.sc.gov">rowedh@dhec.sc.gov</a>  (843) 953-0173 <a href="mailto:toltonrd@dhec.sc.gov">toltonrd@dhec.sc.gov</a>	<a href="http://www.scdhec.gov/environmentalpublicparticipation/contacts.htm">http://www.scdhec.gov/environmentalpublicparticipation/contacts.htm</a>
Environmental Liaisons	Nancy Whittle Environmental Activities and Health Risks Liaison  Jody Hamm Freedom of Information Liaison	(803) 896-8967 <a href="mailto:whittlnc@dhec.sc.gov">whittlnc@dhec.sc.gov</a>  (803) 898-3817 <a href="mailto:hammjim@dhec.sc.gov">hammjim@dhec.sc.gov</a>	<a href="http://www.scdhec.gov/environmentaladmin/htm/liaisons.htm">http://www.scdhec.gov/environmentaladmin/htm/liaisons.htm</a>
South Carolina Community Assessment Network (SCAN)			<a href="http://scangis.dhec.sc.gov/scan">http://scangis.dhec.sc.gov/scan</a>
Grants and Loans			<a href="http://www.scdhec.gov/environmentaladmin/htm/grants.htm">http://www.scdhec.gov/environmentaladmin/htm/grants.htm</a>
South Carolina Diesel Emissions Reduction Act Grants (DERA)	Adam Page  Brian Barnes	(803) 898-1423 <a href="mailto:pageac@dhec.sc.gov">pageac@dhec.sc.gov</a>  (803) 898-7099 <a href="mailto:barnesbk@dhec.sc.gov">barnesbk@dhec.sc.gov</a>	<a href="http://www.scdhec.gov/environmentalbag/DERA/">http://www.scdhec.gov/environmentalbag/DERA/</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Brownfields Cleanup Revolving Loan Fund (BCRLF)	Robert Hodges DHEC Brownfields Coordinator	(803) 896-4069 <a href="mailto:hodgesrf@dhec.sc.gov">hodgesrf@dhec.sc.gov</a>	<a href="http://www.scdhec.gov/environment/lwm/forms/BCRLF_Fact_Sheet.pdf">http://www.scdhec.gov/environment/lwm/forms/BCRLF_Fact_Sheet.pdf</a>
319 Nonpoint Source Pollution Grants	Bureau of Water	(803) 898-4300	<a href="http://www.scdhec.gov/environment/water/grants.htm#319">http://www.scdhec.gov/environment/water/grants.htm#319</a>

# South Carolina Department of Health and Human Services

The mission of the South Carolina Department of Health and Human Services is to manage the Medicaid program to provide the best health care value for South Carolinians.

[South Carolina Healthy Connections Choices](#) is a state program that helps people in Medicaid enroll in (join) health plans to obtain Medicaid services.

[South Carolina Healthy Connections Kids](#) is health insurance program for uninsured children.

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Department of Health and Human Services	P.O. Box 8206 Columbia, SC 29202	(888) 549-0820	<a href="http://www.dhhs.state.sc.us">http://www.dhhs.state.sc.us</a>
South Carolina Healthy Connections Choices		(877) 552-4642 <a href="mailto:schcc@maximus.com">schcc@maximus.com</a>	<a href="http://www.scchoices.com/SCSelfService/en_US/index.html">http://www.scchoices.com/SCSelfService/en_US/index.html</a>
South Carolina Healthy Connections Kids		(877) 552-4642	<a href="http://www.dhhs.state.sc.us/dhhsnew/InsideDHHS/Bureaus/BureauofHealthServicesandDeliverySystems/SC%20Healthy%20Connections%20Kids%20SCHIP.asp">http://www.dhhs.state.sc.us/dhhsnew/InsideDHHS/Bureaus/BureauofHealthServicesandDeliverySystems/SC%20Healthy%20Connections%20Kids%20SCHIP.asp</a>

## South Carolina Department of Labor, Licensing and Regulation

The mission of the South Carolina Department of Labor, Licensing and Regulation (LLR) is to promote the health, safety and economic well-being of the public through regulation, licensing, enforcement, training and education.

The Department includes the following offices and divisions: the Division of Legal Services, which includes the Office of Investigations and Enforcement and the Office of General Counsel; the Division of Fire and Life Safety, which includes the Office of the State Fire Marshal and the S.C. Fire Academy; the Division of Labor, which includes Elevator and Amusement Rides, Labor Services, Labor-Management Mediation, Migrant Labor, Occupational Safety and Health (OSHA) and the OSHA Voluntary Program (OVP); the Division of Professional and Occupational Licensing; and the Division of Administration.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Department of Labor, Licensing and Regulation	<p><i>Street Address:</i> Synergy Business Park Kingstree Building 110 Centerview Drive Columbia, SC 29210</p> <p><i>Mailing Address:</i> P.O. Box 11329 Columbia, SC 29211</p>	(803) 777-5291	<a href="http://www.llr.state.sc.us/index.asp">http://www.llr.state.sc.us/index.asp</a>

## South Carolina Department of Natural Resources

The South Carolina Department of Natural Resources (DNR) is the advocate for and steward of the state's natural resources. The Department develops and implements policies and programs for the conservation, management, utilization and protection of the state's natural resources based upon scientifically sound resource management, assessment and monitoring, applied research, technology transfer, comprehensive planning, public education, technical assistance and constituent involvement. The Department has four regional offices located in Clemson, Florence, Columbia and Charleston.

The [Land, Water & Conservation Division](#) undertakes several activities that could assist environmental justice communities, including assistance in soil and water resource protection through 46 conservation districts; assistance with watershed conservation; assistance to communities with floodplain management and flood mitigation; and encouragement of economic development through the distribution of geologic information and public assistance.

The Division also makes available technical reports that describe the conditions of the state's water resources, both county-by-county and statewide. These reports are available free of charge to the general public.

The Division also offers information and assistance for land and related resource planning. For geological aspects, call the S.C. Geological Survey at (803) 896-7708.

See the DNR's [Citizen's Guide](#) for more details about the work of the Division.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Department of Natural Resources	Rembert C. Dennis Building 1000 Assembly Street Columbia, SC 29201	(803) 734-3888	<a href="http://www.dnr.sc.gov">http://www.dnr.sc.gov</a>
Land, Water & Conservation Division  DNR's Citizen's Guide	1000 Assembly Street, Dennis Building, 2nd and 3rd Floors P.O. Box 167 Columbia, SC 29202	(803) 734-9100	<a href="http://www.dnr.sc.gov/divisions/lwc.html">http://www.dnr.sc.gov/divisions/lwc.html</a>  <a href="http://www.dnr.sc.gov/publications.html">http://www.dnr.sc.gov/publications.html</a>  <a href="http://www.dnr.sc.gov/pubs/citizen_sguide.pdf">http://www.dnr.sc.gov/pubs/citizen_sguide.pdf</a>

# South Carolina Department of Parks, Recreation and Tourism

The South Carolina Department of Parks, Recreation and Tourism administers several grant programs, ranging from development of public recreational opportunities to marketing support for qualified non-profit organizations. All grant programs administered by the Department are reimbursable funds from various sources with specific qualifications and restrictions.

The [Tourism Partnership Fund](#) is a reimbursable matching funds grant. Its mission is the advancement of tourism economic benefit throughout the state by providing financial assistance to qualified partners for tourism marketing initiatives that attract visitors to and encourage visitor spending in South Carolina.

The [Destination Specific Marketing Grant](#) is a matching funds grant. The program is funded and governed by Proviso 39.5 in the state's Fiscal Year 2009-2010 Appropriations Act.

[Heritage Corridor Development Grants](#) assist communities and organizations in developing, implementing and maintaining a successful heritage tourism attraction or program that benefits residents and attracts visitors to the area.

The [Park and Recreation Development Fund](#) is a state-funded, non-competitive reimbursable grant program for eligible local government or special purposes district entities within each county to provide support for recreational opportunities.

The [Land and Water Conservation Fund](#) is a federally funded reimbursable grant for the acquisition or development of land for public outdoor recreational use purposes.

The [Recreation Trails Program](#) is a federal aid assistance program designed to help states provide and maintain recreational trails for both motorized and non-motorized recreational trail use.

The [Office of Tourism and Recreation Development](#) provides assistance and information in the following areas: business and financial planning, state incentives and tax credits, permit requirements, infrastructure needs, site location and evaluation, rural and heritage tourism development, cultural and historical interpretation, outdoor recreation planning, conceptual design for parks, recreation grants, marketing, resident demographic information, visitor data and trends.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Department of Parks, Recreation and Tourism	Office of the Director South Carolina Parks, Recreation & Tourism 1205 Pendleton Street Columbia, SC 29201	(803) 734-0166	<a href="http://www.scprrt.com">http://www.scprrt.com</a>
Tourism Partnership Fund			<a href="http://www.scprrt.com/our-partners/grants/tmpp.aspx">http://www.scprrt.com/our-partners/grants/tmpp.aspx</a>
Destination Specific Marketing Grant			<a href="http://www.scprrt.com/our-partners/grants/dstm.aspx">http://www.scprrt.com/our-partners/grants/dstm.aspx</a>
Heritage Corridor			<a href="http://www.scprrt.com/our-">http://www.scprrt.com/our-</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Development Grants			<a href="http://www.scprt.com/partners/grants/heritagegrant.aspx">partners/grants/heritagegrant.aspx</a>
Park and Recreation Development Fund			<a href="http://www.scprt.com/our-partners/grants/pard.aspx">http://www.scprt.com/our-partners/grants/pard.aspx</a>
Land and Water Conservation Fund			<a href="http://www.scprt.com/our-partners/grants/lwcf.aspx">http://www.scprt.com/our-partners/grants/lwcf.aspx</a>
Recreation Trails Program			<a href="http://www.scprt.com/our-partners/grants/trails.aspx">http://www.scprt.com/our-partners/grants/trails.aspx</a>
Office of Tourism and Recreation Development		(803) 734-1700 (866) 224-9339	<a href="http://www.scprt.com/tourism-business/howwecanhelp.aspx">http://www.scprt.com/tourism-business/howwecanhelp.aspx</a>

## South Carolina Department of Public Safety

The South Carolina Department of Public Safety exists to ensure the safety of South Carolina's citizens and visitors. The Department's employees fulfill this mission by: enforcing traffic, motor vehicle and motor carrier laws; educating the public on highway safety; administering highway safety and criminal justice grant programs; and providing security and safety services for public officials and state properties.

The [Justice Assistance Grants Program \(Office of Justice Programs\)](#) is a formula grant program that assists state agencies and units of local government in carrying out specific programs which offer a high probability of improving the functioning of the criminal justice system. Special emphasis is placed on projects that advance national and state drug control priorities. Funds can be used for state and local initiatives, technical assistance, training, personnel, equipment, supplies, contractual support and information systems for criminal justice for any one or more of the following program areas: law enforcement programs, prosecution and court programs, prevention and education programs, corrections and community corrections programs, drug treatment programs, and planning, evaluation and technology improvement programs. Nonprofit agencies are now eligible to be funded directly.

The [Project Safe Neighborhoods Anti-Gang Initiative \(Office of Justice Programs\)](#) is modeled after Project Safe Neighborhoods/Project CeaseFire, a national gun violence reduction program. Priority program areas include gang crime investigation, gang prevention programs and programs to enhance data sharing and gathering.

The [Juvenile Justice Formula Grant Program \(Office of Justice Programs\)](#) provides grants to state agencies, local units of government and private nonprofit organizations (provided they have applied for and been denied funding by a local unit of government). The Formula program supports programs involved with alternatives to secure confinement, the deinstitutionalization of status offenders and the reduction of the overrepresentation of minorities in the state's juvenile justice system.

The [Title V Local Delinquency Prevention Grant Program \(Office of Justice Programs\)](#) provides grants to units of general local government only. Successful applicants must work in partnership with local juvenile service agencies and form a Prevention Policy Board to develop a three-year plan for delinquency prevention in the community.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Department of Public Safety	<p><i>Street Address:</i> 10311 Wilson Boulevard Blythewood, SC 29016</p> <p><i>Mailing Address:</i> P.O. Box 1993 Blythewood, SC 29016</p>		<a href="http://www.scdps.org">http://www.scdps.org</a>
Justice Assistance Grants Program (Office of Justice Programs)	Laura Whitlock Program Administrator	(803) 896-8713 <a href="mailto:laurawhitlock@scdps.net">laurawhitlock@scdps.net</a>	<a href="http://www.scdps.org/ojp/cjgp/jag.asp">http://www.scdps.org/ojp/cjgp/jag.asp</a>
Project Safe Neighborhoods Anti-Gang Initiative (Office	Laura Whitlock Program Administrator	(803) 896-8713 <a href="mailto:laurawhitlock@scdps.net">laurawhitlock@scdps.net</a>	<a href="http://www.scdps.org/ojp/project_safe_neighborhood.asp">http://www.scdps.org/ojp/project_safe_neighborhood.asp</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
of Justice Programs)			
Juvenile Justice Formula Grant Program (Office of Justice Programs)	Laura Whitlock Program Administrator	(803) 896-8713 <a href="mailto:laurawhitlock@scdps.net">laurawhitlock@scdps.net</a>	<a href="http://www.scdps.org/ojp/jjgp/formula_grant.asp">http://www.scdps.org/ojp/jjgp/formula_grant.asp</a>
Title V Local Delinquency Prevention Grant Program (Office of Justice Programs)	Laura Whitlock Program Administrator	(803) 896-8713 <a href="mailto:laurawhitlock@scdps.net">laurawhitlock@scdps.net</a>	<a href="http://www.scdps.org/ojp/jjgp/title_v.asp">http://www.scdps.org/ojp/jjgp/title_v.asp</a>

## South Carolina Department of Transportation

The South Carolina Department of Transportation promotes safe and efficient transportation focusing on traditional roadways as well as mass transit. This is accomplished through building and maintaining roads and bridges as well as providing mass transit services to the citizens of the state. In conjunction with other organizations, the Department plays key roles in major transportation planning efforts, including the Statewide Multimodal Transportation Plan and the Statewide Transportation Improvement Program.

The [Transportation Enhancement Program](#) facilitates and provides a greater opportunity for local governments to collaborate with the Department to pursue a broad range of non-traditional transportation-related activities such as bicycle and pedestrian facilities, streetscaping, scenic and landscaping programs, and historic preservation. The Transportation Enhancement Program is funded under SAFETEA-LU, the current federal transportation legislation (formerly the Transportation Equity Act for the 21st Century, also known as TEA-21 and previously known as ISTEA) and allocated by the South Carolina Department of Transportation.

- [Metropolitan Planning Organizations \(MPOs\)](#) in the state's 10 metropolitan areas are responsible for decision-making in transportation issues. Applications for Transportation Enhancement Program funds should be submitted through these organizations.
- The [rural portion of the program](#) is designed to allocate Transportation Enhancement Funds to as many communities as possible across the state. Funds provided for reimbursement under the program will be limited to a maximum of \$200,000 for each project. Applications for rural projects are considered separately from applications for metropolitan projects. Only governmental bodies with legislative authority (cities, counties or state agencies) are eligible to submit applications.
- The [Adopt an Interchange Program](#) provides opportunities for local government agencies to work with the Department of Transportation in landscaping and irrigating interstate interchanges. program does not compete with the Rural or MPO programs.

The [Pedestrian and Bicycle Program](#) reflects the Department of Transportation's commitment to meeting the ongoing challenge of providing better and safer accommodations for people who choose to walk or cycle.

The [Safe Routes to Schools Program](#) enables and encourages children, including those with disabilities, to safely walk and bicycle to and from school. The program assists schools and communities in the planning, development and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption and air pollution in the vicinity of schools while promoting a healthy lifestyle for children and their parents.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Department of Transportation	955 Park Street P.O. Box 191 Columbia, SC 29202-0191	(803) 737-2314 <a href="mailto:scdot_contact@scdot.org">scdot_contact@scdot.org</a>	<a href="http://www.scdot.org/default.shtml">http://www.scdot.org/default.shtml</a>
Transportation Enhancement Program			<a href="http://www.scdot.org/community/tep.shtml">http://www.scdot.org/community/tep.shtml</a>
Pedestrian and Bicycle Program			<a href="http://www.scdot.org/getting/BikePed/BP_default.shtml">http://www.scdot.org/getting/BikePed/BP_default.shtml</a>

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Safe Routes to Schools Program			<a href="http://www.scdot.org/community/saferoutes.shtml">http://www.scdot.org/community/saferoutes.shtml</a>

## [South Carolina Office of the Attorney General](#)

The duties and responsibilities of the Attorney General for the State of South Carolina are described by common law, the state Constitution and state statutes. The Attorney General is South Carolina's Chief Criminal Prosecutor, Chief Legal Officer and Securities Commissioner.

The [Youth Mentor Program](#) is a community-based program for non-violent offenders. As a commitment to making a difference in the lives of young people, the Office of the Attorney General has instituted and broadened the Youth Mentor Program. A voluntary program, the mentor approach links an offending juvenile to a church or community organization, where an individual mentor will be assigned to him/her.

The [Gang Intervention Directory](#) is a 61-page booklet is designed to provide the names, addresses, telephone numbers and fax numbers of those actively involved in combating gangs in South Carolina. The list includes law enforcement officers and officials, prosecutors, victim advocates, private organizations and others actively working to eliminate gang activity in the state.

<b>Department/Office/Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Office of the Attorney General	Rembert Dennis Building 1000 Assembly Street Room 519 Columbia, SC 29201	(803) 734-3970	<a href="http://www.scag.gov/">http://www.scag.gov/</a>
Youth Mentor Program	Office of the Attorney General P.O. Box 11549 Columbia, SC 29211  C. L. (Josh) Lorick Director	(803) 734-4746	<a href="http://www.scag.gov/youth-mentor-program">http://www.scag.gov/youth-mentor-program</a>
Gang Intervention Directory			<a href="http://www.scag.gov/wp-content/uploads/2011/03/ganginterventiondirectory1.pdf">http://www.scag.gov/wp-content/uploads/2011/03/ganginterventiondirectory1.pdf</a>

## South Carolina State Ports Authority

The South Carolina State Ports Authority (SCSPA) promotes, develops and facilitates waterborne commerce to meet the current and future needs of its customers, and for the economic benefit of the citizens and businesses of South Carolina. The SCSPA fulfills this mission by delivering cost-competitive facilities and services, collaborating with customers and stakeholders, and sustaining its financial self-sufficiency.

The [Pledge for Growth](#) encompasses SCSPA programs to protect and enhance the natural environment and community in the areas of land, air, water and people.

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
South Carolina State Ports Authority (SCSPA)	<i>Street Address:</i> 176 Concord Street Charleston, SC 29401  <i>Mailing Address:</i> P.O. Box 22287 Charleston, SC 29413	(843) 577-8115  (800) 845-7106  <a href="mailto:scspainfo@scspa.com">scspainfo@scspa.com</a>	<a href="http://www.port-of-charleston.com">http://www.port-of-charleston.com</a>
Pledge for Growth	Jeannie Adame Environmental Affairs Manager	(843) 577-8175	<a href="http://www.pledgeforgrowth.com">http://www.pledgeforgrowth.com</a>

## Section 2: Federal Agencies

### [U.S. Department of Agriculture Office of Rural Development](#)

The Office of Rural Development's mission is to help rural Americans to improve the quality of their lives. Each year, USDA rural development programs create or preserve tens of thousands of rural jobs, build and update rural infrastructure, and create or improve more than 60,000 units of quality rural housing. Rural development programs are administered through USDA's network of state, area and local offices.

[Rural Housing and Community Facility Programs](#) help finance new or improved housing for low-income families and help rural communities finance and/or improve fire stations, libraries, hospitals and medical clinics, industrial parks and other community facilities. USDA offers loans to help low to moderate income rural households purchase, relocate, or make repairs to homes.

- Home Improvement and Repair programs provide loans for low-income homeowners to remove health and safety hazards and make homes accessible for people with disabilities.
- The Self-Help program funds technical assistance providers to work with groups of families to build their own homes.
- Rural Rental Housing Loans finance construction of rental housing for low and moderate income families and cooperative housing for elderly or disabled persons.
- Community Facilities Direct Loans, Loan Guarantees and Grants are used to construct and improve community facilities that provide services in rural areas.

[Rural Utilities Programs](#) assist rural families through a variety of loan and grant programs for electric energy, telecommunications and water and waste disposal projects.

- Electric and Telecommunications programs provide financial aid through loans and grants for distance learning and telemedicine programs.
- The Distance Learning and Telemedicine program provides funding to bring broadband facilities to rural schools, hospitals and clinics.
- Rural Utilities Loans and Grants develop waste and water disposal in rural areas and towns with a population of 10,000 or less. Applicable grants provide technical assistance and training, solid waste management and emergency water assistance.
- The On-Site Technical Assistance program helps to increase cost-effectiveness in rural water systems.

[Rural Business and Cooperative Programs](#) work with the private sector, local governments and community-based organizations to provide business and financial planning, technical assistance and conducts research into rural economic issues.

- Rural Development Business programs provide funding for projects that preserve jobs, encourage a clean environment and promote energy efficiency. Programs include Business and Industry (B&I) Guaranteed Loans, B&I Direct Loans, Intermediary Relending Program Loans, Rural Business Enterprise Grants, Rural Economic Development Loans and Grants, Rural Business Opportunity

Grants, Renewable Energy/Energy Efficiency Grants and Guaranteed Loans, and Rural Cooperative Development Grants.

- Cooperative programs help form and improve the operations of cooperative businesses by providing technical assistance, conducting research and producing educational materials.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
U.S. Department of Agriculture Office of Rural Development	1835 Assembly Street, Suite 1007 Columbia, SC 29201	(843) 577-8115	<a href="http://www.rurdev.usda.gov/SCHome.html">http://www.rurdev.usda.gov/SCHome.html</a>
Housing and Community Facilities Programs	Elonzo Kitchings	(803) 765-5163 <a href="mailto:elonzo.kitchings@sc.usda.gov">elonzo.kitchings@sc.usda.gov</a>	<a href="http://www.rurdev.usda.gov/LPSubject_HousingAndCommunityAssistance.html">http://www.rurdev.usda.gov/LPSubject_HousingAndCommunityAssistance.html</a>
Rural Utilities Program			<a href="http://www.rurdev.usda.gov/Utilities_Assistance.html">http://www.rurdev.usda.gov/Utilities_Assistance.html</a>
Rural Business and Cooperative Programs			<a href="http://www.rurdev.usda.gov/Business.html">http://www.rurdev.usda.gov/Business.html</a>
Grant Assistance			<a href="http://www.rurdev.usda.gov/RDGrants.html">http://www.rurdev.usda.gov/RDGrants.html</a>

## [U.S. Department of Energy](#)

The stated mission of the Department of Energy is “to ensure America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions.” The Department of Energy promotes four objectives as part of this mission:

- Goal 1: Transform Our Energy Systems** – Catalyze the timely, material and efficient transformation of the nation's energy systems and secure U.S. leadership in clean energy technologies.
- Goal 2: The Science and Engineering Enterprise** – Maintain a vibrant U.S. effort in science and engineering as a cornerstone of our economic prosperity, with clear leadership in strategic areas.
- Goal 3: Secure Our Nation** – Enhance nuclear security through defense, nonproliferation and environmental efforts.
- Goal 4: Management and Operational Excellence** – Establish an operational and adaptable framework that combines the best wisdom of all Department stakeholders to maximize mission success.

[The Office of Electricity Delivery and Energy Reliability](#) leads national efforts to modernize the electric grid; enhance security and reliability of the energy infrastructure; and facilitate recovery from disruptions to energy supplies. The Office of Electricity Delivery and Energy Reliability facilitates the creation, advancement and deployment of “next generation” technologies that will ensure a truly modern and robust grid capable of meeting the demands of the 21st century. The Office works to enable the delivery of clean energy sources such as renewables, clean coal and nuclear power and to develop a new smart grid and integrating charging of plug-in hybrid electric vehicles. The website offers links for incident reporting, educational materials and funding opportunities.

[The Office of Energy Efficiency and Renewable Energy](#) invests in clean energy technologies that strengthen the economy, protect the environment and reduce dependence on foreign oil. The Office’s website offers resources to the general public on energy efficiency in appliances, remodeling efforts, electricity management, landscaping and insulating.

The mission of the [Loan Programs Office](#) is to accelerate the domestic commercial deployment of innovative and advanced clean energy technologies at a scale sufficient to contribute meaningfully to the achievement of our national clean energy objectives, including job creation; reducing dependency on foreign oil; improving our environmental legacy; and enhancing American competitiveness in the global economy of the 21st century.

The Loan Programs Office executes this mission by guaranteeing loans to eligible clean energy projects and by providing direct loans to eligible manufacturers of advanced technology vehicles and components.

The [U.S. Department of Energy at the Savannah River Site](#) is interested in building strong partnering relationships with small, minority, HUBZone, service-disabled, veteran-owned and women-owned small businesses. The Savannah River Site website offers a request form for additional information about partnership opportunities.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
U.S. Office of Electricity Delivery and Energy Reliability			<a href="http://www.oe.energy.gov">http://www.oe.energy.gov</a>
U.S. Office of Energy Efficiency and Renewable Energy			<a href="http://www.energysavers.gov">http://www.energysavers.gov</a>
U.S. Loan Programs Office	U.S. Department of Energy (LP 10) 1000 Independence Avenue, SW Washington DC 20585	(202) 586-8336	<a href="https://lpo.energy.gov/?page_id=17">https://lpo.energy.gov/?page_id=17</a>
U.S. Department of Energy, Savannah River Site	De'Lisa Carrico Savannah River Site EJ Program Manager	(803) 952-8607 <a href="mailto:d.carrico@srs.gov">d.carrico@srs.gov</a>	<a href="http://www.srs.gov/recovery/opportunities">http://www.srs.gov/recovery/opportunities</a>

## [U.S Department of Transportation](#)

The U.S. Department of Transportation aims to serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future. The U.S. Department of Transportation Civil Services can be found at: [http://www.dot.gov/citizen\\_services/index.html](http://www.dot.gov/citizen_services/index.html).

The [National Highway Traffic Safety Administration](#) (NHTSA) was established by the Highway Safety Act of 1970. NHTSA directs the highway safety and consumer programs established by the National Traffic and Motor Vehicle Safety Act of 1966, the Highway Safety Act of 1966, the 1972 Motor Vehicle Information and Cost Savings Act, and succeeding amendments to these laws. Dedicated to achieving the highest standards of excellence in motor vehicle and highway safety, NHTSA works daily to help prevent crashes and their attendant human and financial costs.

The [Transportation Safety Institute](#) (TSI) is a cost-recovery (fee-for-service) agency. TSI's Strategic Plan commits the Institute to its continuing mission of developing and providing world-class safety, security and environmental training, products and/or services to both the public and private sectors. TSI can develop and deliver professional safety training to fit the specific needs of each organization or agency. As a federal fee-for-service organization, TSI is committed to providing economical, innovative training methods and services that meet specific training requirements.

The [Federal Transit Administration](#) (FTA) provides stewardship of combined formula and discretionary programs totaling more than \$10 billion to support a variety of locally planned, constructed and operated public transportation systems throughout the United States. Transportation systems typically include buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways and people movers. FTA's mission includes ensuring non-discriminatory, equitable, accessible and safe public transportation, enhancing the social and economic quality of life for people with disabilities.

Contact FTA's [Office of Civil Rights](#) for civil rights-related American Recovery and Reinvestment Act (ARRA) inquiries.

The [Federal Highway Administration](#) (FHWA) is an agency within the U.S. Department of Transportation that supports state and local governments in the design, construction and maintenance of the nation's highway system (the Federal Aid Highway program) and various federally and tribal owned lands (the Federal Lands Highway program). Through financial and technical assistance to state and local governments, FHWA is responsible for ensuring that America's roads and highways continue to be among the safest and most technologically sound in the world.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Federal Highway Administration	Patrick Tyndall	(803) 765-5460 <a href="mailto:patrick.tyndall@dot.gov">patrick.tyndall@dot.gov</a>	<a href="http://www.fhwa.dot.gov/about">http://www.fhwa.dot.gov/about</a>
U.S. Department of Transportation, Civil Services			<a href="http://www.dot.gov/citizen_services/index.html">http://www.dot.gov/citizen_services/index.html</a>

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
National Highway Traffic Safety Administration	NHTSA Headquarters 1200 New Jersey Avenue, SE West Building Washington, DC 20590	(888) 327-4236	<a href="http://www.nhtsa.gov">http://www.nhtsa.gov</a>
Transportation Safety Institute	1200 New Jersey Avenue, SE Washington, DC 20590	(800) 858-2107	<a href="http://www.tsi.dot.gov/about.aspx">http://www.tsi.dot.gov/about.aspx</a>
Federal Transit Administration (FTA)	U.S. Department of Transportation East Building 1200 New Jersey Avenue, SE Washington, DC 20590		<a href="http://www.fta.dot.gov/about_FTA.html">http://www.fta.dot.gov/about_FTA.html</a>
FTA Office of Civil Rights		(866) 525-5561 <a href="mailto:fta.arracivilrightsreq@dot.gov">fta.arracivilrightsreq@dot.gov</a>	<a href="http://www.fta.dot.gov/civil_rights.html">http://www.fta.dot.gov/civil_rights.html</a>

## U.S. National Park Service

Since 1916, the American people have entrusted the National Park Service with the care of their national parks. With the help of volunteers and park partners, they are proud to safeguard these nearly 400 places and to share their stories with more than 275 million visitors every year.

The National Park Service is proud that tribes, local governments, non-profit organizations, businesses and individual citizens ask for their help in revitalizing their communities, preserving local history, celebrating local heritage and creating opportunities for kids and families to get outside, be active and have fun.

The [Land & Water Conservation Fund Program](#) provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high-quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States.

The [Rivers, Trails and Conservation Assistance Program](#) (RTCA) is the community assistance arm of the National Park Service. RTCA supports community-led natural resource conservation and outdoor recreation projects. RTCA staff provides technical assistance to communities so they can conserve rivers, preserve open space, and develop trails and greenways. The program does not provide funding to communities, but RTCA staff can work to create waterways, trails and recreation areas on conservation lands. RTCA staff can provide technical assistance to work with a community for one-to-two years to create a vision and then assist with the formation of a steering committee or group to continue the project. Typically, applications for assistance come from city planners and local governments. The annual application deadline is August 1st. Website for application information: [http://www.nps.gov/ncrc/programs/rtca/contactus/cu\\_apply.html](http://www.nps.gov/ncrc/programs/rtca/contactus/cu_apply.html).

The [Cultural Resources Diversity Program](#) develops programs and approaches to diversify the professional workforce in the cultural resources and historic preservation field. Through research, publications and an internship program, the Cultural Resources Diversity program is working to achieve several goals:

- Increase the number of individuals representing all the nation's cultural and ethnic groups in professional jobs in the field, as historians, archeologists, historical architects, ethnographers, historical landscape architects and curators.
- Increase the number of historic and cultural resources associated with the nation's diverse cultural groups that are identified, documented, preserved and interpreted.
- Increase the number of diverse organizations and communities that are involved in the cultural resources and historic preservation field and served by National Park Service and other public and private preservation programs.

These goals reflect the need to address the changing demographics of the United States. Our nation's increasingly diverse population will influence how the nation sees its past; how it uses the past in the present and future; and which historic places are identified, preserved and interpreted for future generations.



## [U.S. Environmental Protection Agency](#)

The mission of the U.S. Environmental Protection Agency (EPA) is to protect human health and the environment. EPA's mission is to ensure that:

- All Americans are protected from significant risks to human health and the environment where they live, learn and work.
- National efforts to reduce environmental risk are based on the best available scientific information.
- Federal laws protecting human health and the environment are enforced fairly and effectively.
- Environmental protection is an integral consideration in U.S. policies concerning natural resources, human health, economic growth, energy, transportation, agriculture, industry and international trade, and these factors are similarly considered in establishing environmental policy.
- All parts of society – communities, individuals, businesses, and state, local and tribal governments – have access to accurate information sufficient to effectively participate in managing human health and environmental risks.
- Environmental protection contributes to making our communities and ecosystems diverse, sustainable and economically productive.
- The United States plays a leadership role in working with other nations to protect the global environment.

The [Community Action for a Renewed Environment](#) (CARE) program is a competitive grant program that offers an innovative method for communities to take action to reduce toxic pollution. CARE helps communities through local action, providing technical support and federal funding directly to collaborative partnerships working at the local level.

The [Environmental Justice Small Grants Program](#) supports and empowers communities working on solutions to local environmental and public health issues. The program assists recipients in building collaborative partnerships to help them understand and address environmental and public health issues in their communities. Successful collaborative partnerships involve not only well-designed strategic plans to build, maintain and sustain the partnerships, but also work toward addressing local environmental and public health issues.

Environmental Justice [Collaborative Problem-Solving Cooperative Agreements](#) are awarded to local community-based organizations addressing environmental and/or public health concerns in their communities through productive and cooperative problem-solving with other stakeholders, such as state and local governments, industry and other non-governmental organizations. The program requires that selected recipients use the Environmental Justice Collaborative Problem-Solving Model (EJ CPS Model) as part of their projects. The EJ CPS Model provides communities with information to help them develop proactive, strategic and visionary approaches to address environmental justice issues, and to achieve community health and sustainability.

Information on the EJ CPS Model can be found in the publication [EPA's Environmental Justice Collaborative Problem-Solving Model](#).

The [Green Historic Building Preservation Initiative](#) in EPA Region 5 (the Great Lakes Region) is playing a leadership role in advancing the goal of sustainable preservation of older buildings. A Region 5 preservation expert has collaborated with other agencies and private organizations to highlight the benefits

of “greening” existing buildings instead of pursuing demolition and new construction. Region 5’s efforts intensified during a 2010 symposium “Green Historic Preservation: What Works, What Doesn’t, and What Should Change.” At this symposium, more than 200 preservation professionals discussed the topic and also posed the question: “What should EPA’s role be in preservation endeavors?” Results from these early discussions are already coming to fruition. The Secretary of the Interior’s Standards for Rehabilitation for Historic Buildings are being reviewed to possibly include sustainability guidelines.

The [Technical Assistance Services for Communities \(TASC\) Program](#) provides independent educational and technical assistance to communities. TASC primarily supports the Superfund program. In addition, support may also be provided to communities impacted by the Resource Conservation and Recovery Act or federal facilities or dealing with air or water environmental problems. This EPA program offers technical assistance to help communities better understand and become involved in the cleanup process for hazardous waste sites.

<b>Department/Office/Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Community Action for a Renewed Environment (CARE)	Deborah Carter Regional Coordinator	(404) 562-9668 <a href="mailto:carter.deborah@epa.gov">carter.deborah@epa.gov</a>	<a href="http://www.epa.gov/opptintr/cahp">http://www.epa.gov/opptintr/cahp</a>
Environmental Justice Small Grants Program	Sheila Lewis Program Analyst	<a href="mailto:lewis.sheila@epa.gov">lewis.sheila@epa.gov</a>	<a href="http://www.epa.gov/Compliance/environmentaljustice/grants/ej-smgrants.html">http://www.epa.gov/Compliance/environmentaljustice/grants/ej-smgrants.html</a>
Environmental Justice Collaborative Problem-Solving Cooperative Agreements		Environmental Justice Hotline: (800) 962-6215 <a href="mailto:ejhotline@epa.gov">ejhotline@epa.gov</a>	<a href="http://www.epa.gov/Compliance/environmentaljustice/grants/ej-cps-grants.html">http://www.epa.gov/Compliance/environmentaljustice/grants/ej-cps-grants.html</a>
Green Historic Building Preservation Initiative	Yolanda Bouchee-Cureton Historic Preservation Specialist	(312) 353-3209 <a href="mailto:bouchee.yolanda@epa.gov">bouchee.yolanda@epa.gov</a>	<a href="http://www.epa.gov/dced/topics/historic_pres.htm">http://www.epa.gov/dced/topics/historic_pres.htm</a>
Technical Assistance Services for Communities Program			<a href="http://www.epa.gov/superfund/community/tasc">http://www.epa.gov/superfund/community/tasc</a>

## [U.S. General Services Administration](#)

The mission of the U.S. General Services Administration (GSA) is to use expertise to provide innovative solutions for our customers in support of their missions and by so doing foster an effective, sustainable and transparent government for the American people.

GSA oversees the business of the federal government. GSA's acquisition solutions supply federal purchasers with cost-effective, high-quality products and services from commercial vendors. GSA provides workplaces for federal employees and oversees the preservation of historic federal properties. Its policies covering travel, property and management practices promote efficient government operations.

GSA helps keep the nation safe by providing tools, equipment and non-tactical vehicles to the U.S. military, and providing state and local governments with law enforcement equipment, firefighting and rescue equipment, and disaster recovery products and services.

### [GSA's Strategic Goals:](#)

- *Stewardship:* Lead federal agencies in the economical and efficient management of federal assets by spearheading effective policy development and by the exemplary management of the buildings and workplaces, motor vehicles and personal property provided by GSA.
- *Superior Workplaces:* Deliver and maintain productive workplaces consisting of office space, furnishings, technology supplies and related services.
- *Best Value:* Develop and deliver timely, accurate and cost-effective acquisition services and business solutions.
- *Innovation:* Develop new and better ways of conducting business that result in more productive and effective federal policies and administrative operations.

GSA has a wide range of [sustainability strategies](#) to help it eliminate its own carbon footprint and to make it easier for other businesses to become more "green." GSA's Strategically Sustainable website provides in-depth examples and specific tools that communities and businesses can use as examples when trying to promote their own sustainability efforts.

The Office of the Inspector General (OIG) set up the [FraudNet Hotline](#) to receive reports of fraud, waste or abuse in GSA programs, including mismanagement or violations of law, rules or regulations by GSA employees or contractors. Individuals may contact the FraudNet hotline via voicemail, e-mail, the U.S. mail service or through an online Fraudnet Form.

GSA provides direct access through [Web Portals](#) to a wide range of government services, as well as consumer protection information. GSA's USA Services provides a one-stop source for information about federal government programs and services and provide consumer information on money management, scams, federal benefits, identity theft, government auctions, health, housing and jobs.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
GSA: Strategically Sustainable	Sandy Jones Sustainability Coordinator	(404) 331-1841 <a href="mailto:sandy.jones@gsa.gov">sandy.jones@gsa.gov</a>	<a href="http://www.gsa.gov/portal/category/26433">http://www.gsa.gov/portal/category/26433</a>
FraudNet Hotline	GSA/OIG Investigations ATTENTION: FraudNet Hotline 1800 F Street, N.W. Washington, DC 20405	(800) 424-5210 (toll free) or (202) 501- 1780 <a href="mailto:fraudnet@gsa.gov">fraudnet@gsa.gov</a>	<a href="http://www.gsa.gov/portal/content/101741">http://www.gsa.gov/portal/content/101741</a>
Web Portals			<a href="http://www.gsa.gov/portal/category/21023">http://www.gsa.gov/portal/category/21023</a>

## Section 3: Other Institutions/Organizations

### South Carolina Minority Business Development Agency

The Minority Business Development Agency (MBDA), part of the U.S. Department of Commerce, was created specifically to advance the establishment and growth of minority-owned businesses in America. As the only federal agency created specifically to foster the establishment and growth of minority-owned businesses in America, MBDA is committed to the creation of wealth in minority communities. The [South Carolina Minority Business Development Agency](#) aims to function as an entrepreneurial organization serving entrepreneurs and to enhance the growth and expansion of minority business enterprises.

South Carolina MBDA's services include:

#### **Client Assessment**

- Customization of a business plan that is unique to each company using a Business Needs Analyzer (BNA) that serves as a roadmap for a firm's growth and success.

#### **Strategic Business Consulting**

- Strategic business consulting tailors a business plan to fit specific needs, capitalizing on strengths and minimizing weaknesses to make each firm a viable competitor in the marketplace.

#### **Access to Capital**

- Access to financial institutions so that clients can increase their capital.
- Recommended strategies to turn increased capital back into higher revenue for companies.
- Opportunities such as procurement notifications and bid notices.

#### **Access to Markets**

- Increase company market presence and share.
- Client advocacy that results in significant attention from the public and private sector.

The [Minority Business Enterprise Center \(MBEC\)](#) is a key component of MBDA's overall minority business development assistance program and promotes the growth and competitiveness of eligible minority-owned businesses. MBEC operators leverage project staff and professional consultants to provide a wide range of direct business assistance services to eligible minority-owned firms. Services include initial consultations and assessments, business technical assistance, and access to federal and non-federal procurement and financing opportunities. MBDA currently funds a network of 28 MBEC projects located throughout the United States.

The [Minority Business Opportunity Center \(MBOC\)](#) provides business assistance and brokering services to eligible minority business enterprises, with an emphasis on firms with \$500,000 or more in annual revenues and "rapid growth potential" firms capable of creating significant employment and long-term economic impact.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
South Carolina Minority Business Development Agency	South Carolina Minority Business Enterprise Center 400 Percival Road Columbia, SC 29206	(803) 743-1154 <a href="mailto:busdev@scmbec.com">busdev@scmbec.com</a>	<a href="http://www.scmbec.com/aboutus.htm">http://www.scmbec.com/aboutus.htm</a>
South Carolina Minority Business Development Agency	Diane Sumpter	(803) 743-1154 <a href="mailto:dianes@desainc.com">dianes@desainc.com</a>	<a href="http://www.scmbec.com">http://www.scmbec.com</a>
Minority Business Enterprise Center (MBEC) Program			<a href="http://www.mbda.gov/main/programs">http://www.mbda.gov/main/programs</a>
Minority Business Opportunity Center (MBOC) Program			<a href="http://www.mbda.gov/main/programs">http://www.mbda.gov/main/programs</a>

## [South Carolina Office of Rural Health](#)

The South Carolina Office of Rural Health (SCORH) was established in 1991 to improve the health status of rural and underserved people throughout the state. SCORH seeks to accomplish this goal through advocacy, education and assistance to providers, communities and policy makers. Through its mission, SCORH works in collaboration with federal, state and local partners to offer various services and resources to South Carolina's health providers and their rural communities. These resources include comprehensive recruitment and retention services for rural providers consisting of job placement, loan repayment and practice incentives.

Other services offered include practice management assistance to hospitals, emergency medical services and rural medical practices; rural infrastructure development; technical assistance with grant writing and program development; rural rotation opportunities for health profession students; and assistance with access improvement efforts in small, rural hospitals and other practice settings. Additionally, SCORH provides assistance to rural health care facilities for renovation, construction and/or expansion of services by identifying affordable financing through the Rural Health Revolving Loan program. SCORH also offers support services for certified rural health clinics, acts as an advocate for rural providers and disseminates information regarding legislative and policy issues impacting rural health.

The [Health Information Technology, Electronic Health Records, and Health Information Exchange](#) contains basic information about all things electronic that will impact rural health providers. It also provides suggestions and options for selecting an electronic health record (EHR), for qualifying under \*meaningful use\* of an EHR, and it provides updates on and links to breaking news on these fronts.

The purpose of the [Revolving Loan Program](#) is to sustain and increase access to quality health care in South Carolina's rural and underserved areas. Loans are used by South Carolina's rural health clinics, dentists, federally qualified health centers, pediatric centers, family practices, rural hospitals and obstetrics and gynecology practices for renovation of existing facilities, new construction, the purchase of major medical equipment and electronic health records, debt restructuring, lines of credit, and for related technical assistance. Interest rates, normally prime or below, are set on a case-by-case basis. In addition, appropriate collateral is secured on a per-project basis.

Services include:

- Visiting providers to determine the need and to gather the necessary information to develop a loan package.
- Underwriting requests to determine an appropriate lender (e.g., the U.S. Department of Agriculture, the Small Business Administration, commercial banks).
- Delivering completed loan packages to appropriate lenders for processing.
- Assisting lenders during the underwriting process to provide additional information or answer any questions.
- Providing seed capital to support loan requests, as necessary.

The goal of the [Rural Flexibility Grant Program](#) is to assure access to reliable health care services in rural communities. This vision is accomplished through using a state rural health plan to effectively prioritize and make evidence-based decisions, and by providing resources and technical assistance to rural hospitals, rural health networks and rural emergency medical service providers.

The [Low Country Healthy Start Program](#) is working in high-risk communities to reduce the devastating and costly consequences of infants born too soon, who weigh too little, and those infants who begin and live their lives with less than optimum health. The program is focused on reducing infant mortality and eliminating perinatal disparities. In the communities where Healthy Start works, the highest-risk group of women and infants are African American. While the program serve women and families of all races, the program focuses on the African-American women of child-bearing age, pregnant women, infants and their families living in Allendale, Bamberg, Hampton and Orangeburg counties.

<b>Department/Office/Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
South Carolina Office of Rural Health	SC Office of Rural Health 107 Saluda Pointe Drive Lexington, SC 29072	(803) 454-3850	<a href="http://www.scorh.net/index.php">http://www.scorh.net/index.php</a>
Health Information Technology, Electronic Health Records, and Health Information Exchange	Karen Papachoudo	(803) 454-3850 <a href="mailto:kchado@cyber-smith.com">kchado@cyber-smith.com</a>	<a href="http://www.scorh.net/services.php?pid=72">http://www.scorh.net/services.php?pid=72</a>
Office of Rural Health's Revolving Loan Program	Mitch Wilkins Director, Revolving Loan Program	(803) 454-3850, ext. 2004 <a href="mailto:pwilkins@scorh.net">pwilkins@scorh.net</a>	<a href="http://www.scorh.net/services.php?pid=19">http://www.scorh.net/services.php?pid=19</a>
Rural Flexibility Grant Program			<a href="http://www.scorh.net/services.php?pid=21">http://www.scorh.net/services.php?pid=21</a>
Low Country Healthy Start Program	1732 Village Park Drive St. Matthews Road P.O. Box 2889 Orangeburg, SC 29116	(803) 531-8008	<a href="http://www.lchealthystart.org">http://www.lchealthystart.org</a>

## South Carolina Small Business Development Center

The Frank L. Roddey Small Business Development Center of South Carolina (SC SBDC) is a consortium of four universities with 15 offices located throughout the state. The program was established to aid small business start-up ventures and to assist in the continued growth of small businesses across the country. The program is supported with federal, state and private funds and is open to any present or prospective small business owner. The program is generally fee free. Regional centers and area offices offer a variety of services and management training courses tailored to meet the needs of small and medium-sized businesses. SC SBDC consultants at each site provide managerial and technical assistance to those wishing to start or expand an enterprise. The center provides one-on-one assistance with financial management, loan applications, business plans, strategic planning, human resource procedures and marketing.

The [Charleston Area SBDC](#) provides one-on-one consultation to prospective and existing business owners. The Charleston Area SBDC assists business owners in a variety of ways including analyzing business opportunities, developing business plans and strategies and creating loan packages. These services are offered at no charge to the consumer and are available by appointment only. All services rendered by the Charleston Area SBDC are completely confidential. Areas of assistance include:

- Business plan review
- Financial analysis
- Marketing and advertising
- Business loan packaging assistance
- Accounting and financial management
- Government procurement
- Woman-, veteran-, family- and minority-owned businesses
- Technological advancement of small business
- International trade
- Seminars and training course attendance with minimum or no registration fee

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Small Business Development Center – Charleston Office	<i>In North Charleston:</i> 5900 Core Drive Suite 104 North Charleston, SC 29406	(843) 740-6160 <a href="mailto:charlestonsbdc@moore.sc.edu">charlestonsbdc@moore.sc.edu</a>	<a href="http://www.localsmallbusiness.org">http://www.localsmallbusiness.org</a>
	<i>At The Citadel:</i> 256 Bond Hall 171 Moultrie Street Charleston, SC 29409	(843) 953-6007	
	Michelle Abraham State Director	(803) 777-3130 <a href="mailto:mabraham@sc.edu">mabraham@sc.edu</a>	

## Christ Central Missions

Christ Central Missions Division is meeting the needs of the poor and disadvantaged in communities across South Carolina by serving existing mission stations, stabilizing new mission stations and working with individuals who want to start a mission station in their community. Christ Central Missions Division serves rural, metro and urban areas and provides a variety of programs for adult education and job training. They also provide services for childcare and preschools, veteran's shelters and women's shelters as well as college scholarships for students. All services are free of charge. [GED \(General Educational Development\) Camps](#) offer an accelerated, intensive, three-week GED Test Preparation Class for highly motivated individuals seeking to earn their GED. The camp offers classroom instruction in GED test subjects, including Language Arts, Reading and Writing, Math, Science and Social Studies.

<b>Department/Office/Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
GED (General Educational Development) Camps	Central Midlands Transitional Retreat 201 Duffie Drive, Lexington, SC 29072	(803) 564-5902, ext. 5004	<a href="http://www.christcentralmissions.org/Ministry/GED%20Camp">http://www.christcentralmissions.org/Ministry/GED%20Camp</a>
Christ Central Missions Division	Pastor Jimmy Jones	(803) 600-5803 <a href="mailto:christcentral@juno.com">christcentral@juno.com</a>	<a href="http://www.christcentralmissions.org">http://www.christcentralmissions.org</a>

## Clemson University Sandhill Research & Education Center

The Clemson University Sandhill Research & Education Center (REC) is home to programs and units that work collectively to cultivate sustainable economic and community development in South Carolina. REC's faculty and staff builds the collaborations needed to identify and address the state's opportunities and challenges for the 21st century.

The [Clemson Institute for Economic and Community Development \(CIECD\)](#) connects the resources of Clemson University and other agencies to the needs of South Carolina communities. CIECD faculty and staff conduct research and deliver programming in the areas of leadership development, strategic planning, town charrettes and downtown redesign, entrepreneurial training and support, local economic development planning and support, local community development planning and support, industry cluster development and economic impact analysis. Key CIECD areas include:

- [Agribusiness development](#)
- [Community development](#)
- [Entrepreneurship and small business development](#)
- [Leadership development](#)
- [Strategic planning and visioning](#)
- [Research and special studies](#) (e.g., economic impact studies)

The [Innovation Center](#) focuses on the needs of rural South Carolina. Center personnel team with community leaders, business owners, entrepreneurs, faith based groups, volunteer organizations and other professionals to assist in the development of plans, strategies and funding resources. Three key focus areas of the Center include:

- [USDA rural development program assistance](#)
- [Facilitation and strategic planning](#)
- [Community design charrettes](#)

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
Clemson University Sandhill Research & Education Center (REC)	<i>Street Address:</i> 900 Clemson Road Columbia, SC 29229	(803) 788-5700	<a href="http://www.clemson.edu/public/rec/sandhill/index.html">http://www.clemson.edu/public/rec/sandhill/index.html</a>
Clemson Institute for Economic and Community Development (CIECD)	<i>Mailing Address:</i> P.O. Box 23205 Columbia, SC 29224		<a href="http://www.clemson.edu/public/ciecd/index.html">http://www.clemson.edu/public/ciecd/index.html</a>
Innovation Center			<a href="http://www.clemson.edu/public/rec/sandhill/programs/innovation/index.html">http://www.clemson.edu/public/rec/sandhill/programs/innovation/index.html</a>

## Eat Smart Move More South Carolina

The SC Eat Smart Move More Coalition is a result of a merger of the SC Coalition for Obesity Prevention Efforts (SCCOPE) and the SC Coalition for Promoting Physical Activity (SCPPA). This new partnership coordinates obesity prevention efforts across the state and implements South Carolina's state Obesity Prevention Plan. The intent of this coalition is ongoing collaboration between state agencies, business and industry, health care organizations, schools, academia, community and a broad range of other stakeholders to capitalize and leverage differing areas of expertise, skills and resources to impact obesity in South Carolina.

[Homegrown: South Carolina's Guide to Starting or Enhancing Your Community's Farmers' Market](#) is a manual covering the basics of farmers' market planning, management, funding, location, vendors and operations. It addresses legal, liability, food safety and government issues as well as marketing and communication, economic development, community involvement and special events. There are sections for key contacts and a list of additional resources for more information, as well as tips for media involvement and market branding.

[South Carolina Healthy Options](#) is an online inventory of physical activity facilities in South Carolina. This site enables users to search a database of healthy activities based on the user's age and location. After selecting an activity of interest, users can see all places where the activity can be found in their county. Users can also add an option to the database.



**Figure 2.** SC Healthy Options enables users to [click on their county](#) and then select the type of activity they are interested in. They are then provided with a listing of all facilities that provide that activity in the county of interest.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
Eat Smart Move More SC	P.O. Box 3007 Irmo, SC 29063  Amy Splittgerber	(803) 941-7050  <u><a href="mailto:amy@eatsmartmovemoresc.org">amy@eatsmartmovemoresc.org</a></u>	<u><a href="http://eatsmartmovemoresc.org">http://eatsmartmovemoresc.org</a></u>
Homegrown: South Carolina's Guide to Starting or Enhancing Your Community's Farmers' Market		<u><a href="mailto:marykay@eatsmartmovemoresc.org">marykay@eatsmartmovemoresc.org</a></u>	<u><a href="http://eatsmartmovemoresc.org/programs">http://eatsmartmovemoresc.org/programs</a></u>
South Carolina Healthy Options			<u><a href="http://schealthyoptions.org">http://schealthyoptions.org</a></u>

## [Municipal Association of South Carolina](#)

The Municipal Association of South Carolina (MASC) represents and serves the state's 270 incorporated municipalities. The Association is dedicated to the principle of its founding members: to offer the services, programs and products that will give municipal officials the knowledge, experience and tools for enabling the most efficient and effective operation of their municipalities in the complex world of municipal government. MASC offers numerous programs and services; two programs are highlighted below.

[Main Street South Carolina](#) empowers citizens with the knowledge, skills, tools and organizational structure necessary to revitalize their downtowns, neighborhood commercial districts and cities/towns into vibrant centers of commerce and community.

[Hometown, SC](#) is a long-range and sustainable initiative that will build relationships to raise hometown voices to a new level of influence. The goal is to demonstrate the value of South Carolina's cities and towns to their residents and illustrate the important role that cities and towns play in the state's economic prosperity to policy makers and other influential parties

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
Municipal Association of South Carolina	1411 Gervais Street P.O. Box 12109 Columbia, SC 29211	(803) 799-9574 <a href="mailto:mail@masc.sc">mail@masc.sc</a>	<a href="http://www.masc.sc/Pages/Default.aspx">http://www.masc.sc/Pages/Default.aspx</a>
Main Street South Carolina			<a href="http://www.masc.sc/programs/knowledge/Pages/Main-Street-SC.aspx">http://www.masc.sc/programs/knowledge/Pages/Main-Street-SC.aspx</a>
Hometown, SC			<a href="http://www.masc.sc/programs/voices/Pages/Hometown-SC.aspx">http://www.masc.sc/programs/voices/Pages/Hometown-SC.aspx</a>

## **SC Association of Community Development Corporations**

The mission of the South Carolina Association of Community Development Corporations (SCACDC) is to raise the quality of life for low-wealth families and communities. SCACDC works to advance the community economic development industry in South Carolina through the capacity building of local community development corporations. SCACDC helps provide technical assistance, access to capital, advocacy and grassroots leadership. A few of these resources are highlighted below.

The [Community Economic Development Certificate Program](#) is a comprehensive training program offered in collaboration with Clemson University and Benedict College to local community economic development practitioners, policy makers and partners who support community economic development throughout the state of South Carolina.

The [Compliance Academy](#) offers community development corporations and their staff the invigorating opportunity to build skills, learn from peers and connect to existing state, regional and national resources. The training is geared specifically toward community development corporations.

The [Southern Association for Financial Empowerment \(SAFE\)](#) is a community development financial institution created by SCACDC to provide alternative financial products and services in support of community economic development in low and moderate income communities of South Carolina.

<b>Department/Office/Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
South Carolina Association of Community Development Corporations	658 Rutledge Avenue, 2nd Floor Charleston, SC 29403	(843) 579-9855	<a href="http://www.communitydevelopmentsc.org/topic.asp?pid=1">http://www.communitydevelopmentsc.org/topic.asp?pid=1</a>
Community Economic Development Certificate Program			<a href="http://www.communitydevelopmentsc.org/topic.asp?pid=40">http://www.communitydevelopmentsc.org/topic.asp?pid=40</a>
Compliance Academy			<a href="http://www.communitydevelopmentsc.org/topic.asp?pid=16">http://www.communitydevelopmentsc.org/topic.asp?pid=16</a>
Southern Association for Financial Empowerment (SAFE)			<a href="http://www.safecdfi.org">http://www.safecdfi.org</a>

## South Carolina Rural Development Council

The goal of the South Carolina Rural Development Council is to provide a framework within which federal government resources can be used in combination with those of state and local governments, private businesses and non-profit organizations to promote rural economic development.

The [SC Resource Organization Directory](#) includes an extensive listing of resources available at the national and state levels that can assist rural communities in South Carolina. Resource topics include: Community, Families & Children, General Information, Government, Laws and Regulations, Small Business, Member Agencies, and Grant and Land Programs.

Department/Office/ Resource	Address/Contact	Phone/E-mail	Web Address
South Carolina Rural Development Council	Walter Harris Executive Director	(803) 788-5700, ext. 43 <a href="mailto:walterh@clemsn.edu">walterh@clemsn.edu</a>	<a href="http://www.scrdc.org">http://www.scrdc.org</a>
	Stan Perry Assistant Director – Webmaster	(803) 528-9892 <a href="mailto:perry8@clemsn.edu">perry8@clemsn.edu</a>	
SC Resource Organization Directory			<a href="http://www.scrdc.org/directory">http://www.scrdc.org/directory</a>

## University of South Carolina Arnold School of Public Health

The Arnold School of Public Health is charged with improving South Carolinians' health and environment through education, research and practice programs pursued jointly with state and federal health agencies. The School has numerous programs and centers that support South Carolina communities. A few of these are briefly described below.

The [Cancer Prevention and Control Program](#) works closely with individuals, organizations and communities to encourage and make possible cancer prevention, early detection and appropriate care for those diagnosed with cancer.

- The [South Carolina Cancer Disparities Community Network](#), within the Cancer Prevention and Control Program, is a partnership between several organizations with the shared goal of reducing cancer health disparities.

The [Children's Physical Activity Research Group](#) (CPARG) is an interdisciplinary team of faculty, staff and graduate students who are dedicated to expanding the body of knowledge on physical activity and its promotion in children and adolescents. An overarching aim of CPARG is to enhance the health of young people by generating the knowledge needed to design and implement effective public health policies.

The [Consortium for Latino Immigration Studies](#) promotes and coordinates interdisciplinary and transnational research on the experiences of Latino/as in South Carolina and the southeast. The Consortium also disseminates research findings and other information on Hispanic/Latino issues to academic and non-academic users through such venues as conferences, symposia, workshops and publications, and fosters application and translation of such findings into practice and policy.

The [Institute for Partnerships to Eliminate Health Disparities](#) focuses on eliminating health disparities through community, academic and other strategic partnerships in South Carolina and beyond.

The [Prevention Research Center \(PRC\) \(Promoting Health through Physical Activity\)](#) is committed to conducting research that benefits the public's health and to translating research into practice. The PRC promotes physical activity through community intervention, training, dissemination and applied research.

The [South Carolina Rural Health Research Center \(RHRC\)](#) focuses on investigating persistent inequities in health status within the population of the rural United States, with an emphasis on inequities stemming from socioeconomic status, race and ethnicity and access to health care services. RHRC strives to make its research findings useful to organizations and individuals working to improve the quality of life for rural residents.

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
University of South Carolina Arnold School of Public Health	Health Sciences Building 800 Sumter Street Columbia, SC 29208	(803) 777-5031 <a href="mailto:sphstsv@mailbox.sc.edu">sphstsv@mailbox.sc.edu</a>	<a href="http://www.sph.sc.edu">http://www.sph.sc.edu</a>
Cancer Prevention and Control Program	James R. Hebert Director	(803) 576-5666 <a href="mailto:jhebert@sc.edu">jhebert@sc.edu</a>	<a href="http://cpcp.sph.sc.edu">http://cpcp.sph.sc.edu</a>
South Carolina Cancer Disparities Community Network	Madeline Broderick Project Coordinator	(803) 576-5669 (866) 297-6792 <a href="mailto:madeline@gwm.sc.edu">madeline@gwm.sc.edu</a>	<a href="http://sccdcn.sph.sc.edu">http://sccdcn.sph.sc.edu</a>

Department/Office/Resource	Address/Contact	Phone/E-mail	Web Address
	915 Greene Street, 2nd Floor Columbia, SC 29208		
Children's Physical Activity Research Group	921 Assembly Street Suite 212 Columbia, SC 29208  Kristi Harmon Grants Administrator	(803) 777-2234 <a href="mailto:harmonk@sc.edu">harmonk@sc.edu</a>	<a href="http://www.sph.sc.edu/USC_CPARG/about.html">http://www.sph.sc.edu/USC_CPARG/about.html</a>
Consortium for Latino Immigration Studies	University of South Carolina 730 Devine Street Columbia, SC 29208  Dr. Myriam Torres Director	(803) 777-2598 <a href="mailto:torresme@mailbox.sc.edu">torresme@mailbox.sc.edu</a>	<a href="http://www.sph.sc.edu/cli">http://www.sph.sc.edu/cli</a>
Institute for Partnerships to Eliminate Health Disparities	220 Stoneridge Drive Suite 208 Columbia, SC 29210	(803) 251-6300	<a href="http://www.sph.sc.edu/health_disparities/default.htm">http://www.sph.sc.edu/health_disparities/default.htm</a>
Prevention Research Center (PRC) (Promoting Health through Physical Activity)	921 Assembly Street Columbia, SC 29208	(803) 777-4253 <a href="mailto:uscprc@gwm.sc.edu">uscprc@gwm.sc.edu</a>	<a href="http://prevention.sph.sc.edu">http://prevention.sph.sc.edu</a>
South Carolina Rural Health Research Center (RHRC)	220 Stoneridge Drive, Suite 204, Columbia, SC 29210	(803) 251-6317 <a href="mailto:jprobst@mailbox.sc.edu">jprobst@mailbox.sc.edu</a>	<a href="http://rhr.sph.sc.edu">http://rhr.sph.sc.edu</a>

## University of South Carolina College of Social Work

The College of Social Work promotes the social well-being and social justice of vulnerable populations through dynamic teaching, research and service conducted in collaboration with the diverse people of South Carolina, the nation and the international community.

The [Field Education Program](#) provides an opportunity for students to integrate their curriculum knowledge with real-life experiences in a variety of field practice settings. Students are supervised by experienced social work field instructors at human services agencies where they refine their social work skills.

<b>Department/Office/ Resource</b>	<b>Address/Contact</b>	<b>Phone/E-mail</b>	<b>Web Address</b>
University of South Carolina College of Social Work	DeSaussure College University of South Carolina Columbia, SC 29208	(803) 777-5031 <a href="mailto:coswweb@mailbox.sc.edu">coswweb@mailbox.sc.edu</a>	<a href="http://www.cosw.sc.edu">http://www.cosw.sc.edu</a>
Field Education Program	Thornwell Annex 128A College of Social Work University of South Carolina Columbia, SC 29208	(803) 777-5293 <a href="mailto:jimw@mailbox.sc.edu">jimw@mailbox.sc.edu</a>	<a href="http://www.cosw.sc.edu/field">http://www.cosw.sc.edu/field</a>

# Notes

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# **LEAP Meeting Agenda**

## **May 13-15, 2010**

**South Carolina Department of Health and Environmental Control**  
**Leaders in Environmental Action Projects**  
**Kick-Off Workshop Agenda**  
**May 13 – May 15, 2010**

**Day 1 - May 13,**

**2:00 - 6:00 pm**

- **Welcome and Greetings**
  - Charles Lee, Director, Office of Environmental Justice, U. S. EPA
  - Beverly Banister, Acting Deputy Regional Administrator, U.S. EPA Region 4
  - Pat Walker, Bureau Chief, Bureau of Environmental Services, SC DHEC
  - Representative Harold Mitchell
  
- Overview of Conference Agenda Nancy Whittle, SC DHEC
  
- Pilot Projects' Presentations Selected Pilot Communities
  
- Brief history of ReGenesis – Rep. Harold Mitchell
  
- ReGenesis Guided Bus Tour (4:00 pm) Rep. Harold Mitchell
  
- BBQ dinner

**Day 2 - May 14,**

**8:30 - 5:30 pm**

- Breakfast, lunch and dinner on your own
  
- Ice Breaker Exercise
  
- Introduction of Consultant Vernice Miller-Travis Rep. Harold Mitchell
  
- Building Capacity to Revitalize Communities Training Vernice Miller-Travis
  
- **Building Strong Community Based Organizations**
  - Overcoming the five dysfunctions of a team
  - Sustaining community based organizations over time
  - Building strong boards and sustaining volunteers
  - Raising and managing financial resources – Sheila Lewis, U.S. EPA OEJ
  - Fiscal management, fiscal reporting – VM-T, Sheila Lewis
  - Leveraging resources
  
- **Resource and Technical Assistance Panel**
  - Lara Ashy, Area Specialist, U.S. Dept. of Agriculture Rural Development Program,
  - Ivy Bowles, South Carolina Rural Community Assistance Project,
  - John Castile, Deputy City Manager, Greenville, SC,
  - Deidre Hewitt, Branch Chief, National Park Service - Rivers, Trails and Conservation Assistance Program,
  - Cynthia Peurifoy, U.S. EPA Region 4 - Environmental Justice Coordinator,
  - Nancy Whittle, Community Liaison for SC DHEC EQC Division,

## **Lunch**

### ➤ **Collaborative Problem Solving**

- Power Analysis
- Getting to Yes exercise
- Working with the private sector (including polluters)
  
- Multi-cultural collaboration and relationship building
- Informal leadership development
- Trust building

Nancy Whittle, SC DHEC  
VM-T  
Rep. Harold Mitchell and  
Cynthia Peurifoy, U.S. EPA

## **Dinner on your own**

## **Day 3 - May 15,**

**8:30 – 12:30 pm**

### ➤ **Community Pilots' Visioning Exercise**

- Organizational vision and mission statement
- Strategic Planning and implementation strategy
- Identify what each pilot community wants to accomplish in the first year of this grant?

Vernice Miller-Travis  
Cynthia Peurifoy  
Nancy Whittle  
Pilot Communities

- Wrap Up

Nancy Whittle  
Karen Sprayberry  
Keith Boyd



# **LEAP Meeting Agenda**

## **Dec 1-2, 2010**



## Environmental, Economic, and Social Sustainability Summit

### AGENDA

#### Aiken Chamber of Commerce

#### Wednesday, December 1, 2010

- |                     |   |
|---------------------|---|
| 11:00 am – 11:20 pm | Opening and Welcome <ul style="list-style-type: none"><li>• Representative Harold Mitchell</li><li>• EPA, Region 4</li><li>• SCDHEC</li></ul> |
| 11:20 am – 12:45 pm | LEAP Best Practices Panel Discussion  |
| 1:00 – 2:30 pm      | Green Jobs and Workforce Development<br><i>Carlton Eley, EPA, National Center for Environmental Innovation</i>                                |
| 2:30 – 3:50 pm      | LEAP Quarterly meeting  |
| 4:00 – 5:00 pm      | Reception Sponsored by Savannah River Remediation<br><i>Jim French, President, Savannah River Remediation</i>                                 |



## Environmental, Economic, and Social Sustainability Summit

### AGENDA

#### University of South Carolina, Aiken Campus

#### Thursday, December 2, 2010

9:00 – 10:00 am                      Keynote Speaker: Topic (EJ Plan 2014)  
Vernice Miller-Travis, Vice Chair  
Maryland State Commission on Environmental  
Justice and Sustainable Communities

10:00 – 3:45 pm                      Pilot/Agency Partnership Forum\*

- ❖ A Place for Hope
- ❖ Community Development & Improvement Corp.
- ❖ Imani Group, Inc.
- ❖ Low Country Alliance for Model Communities

\* Each Pilot will meet with partners in one-hour increments

10:00 – 11:00 am                      Sustainability Workshops

- ❖ Effective Public Participation
- ❖ Affordable Housing

11:15 am – 12:15 pm                      Sustainability Workshops

- ❖ Grant Opportunities
- ❖ Environmental Public Health Team

12:15 – 1:30 pm                      LUNCH ON YOUR OWN



**Thursday, December 2, 2010 (Part 2)**

- |                |  |
|----------------|--|
| 1:30 – 2:30 pm | Sustainability Workshops <ul style="list-style-type: none"><li>❖ Effective Public Participation</li><li>❖ Affordable Housing</li></ul> |
| 2:45 – 3:45 pm | Sustainability Workshops <ul style="list-style-type: none"><li>❖ Grant Opportunities</li><li>❖ Environmental Public Health</li></ul>   |
| 3:45 – 4:15 pm | Wrap-Up  |
| 4:30 – 6:30 pm | Tour of Pilot Projects - Aiken and Graniteville  |

Note: Workshops are for Pilots participants

# **LEAP Meeting Agenda**

## **May 12-13, 2011**



**The 2<sup>nd</sup> Annual Workshop  
"From Values to Victory"  
Thursday, May 12, - Friday, May 13, 2011**

**Day 1**

**12pm-until**

**(Meeting at N. Charleston City Hall, Buist Conference Room, 2500 City Hall Lane, N. Charleston, SC, 29405)**

- Welcome and Greetings 12pm
  - EPA Office of Environmental Justice
  - SCDHEC Senior Management
  
- 2 Pilots Presentations 12:20-1:20pm
  
- Break (10mins) 1:20-1:30pm
  
- 2 Pilots Presentations 1:30-2:30pm
  
- Guest Speakers 2:30-3:30pm
  - Mary Wilson (Benefit Bank)
  - Myra Reese (SCDHEC)
  
- Q&A/Discussion (Wrap-up @ 4:30pm) 3:30-5pm
  
- LAMC Recognition Ceremony 7pm

**Day 2**

**(Meeting at City Hall for the bus tour that will begin at 8:30am )**

**8:30am-until**

- Bus Tour 8:30-10:15am
- Main Guest Speaker : Nathaniel Q. Smith, Jr. 10:30am-12pm
- Lunch Break 12:30 - 1pm
- Main Guest Speaker : Nathaniel Q. Smith, Jr. 1-5pm



# **LEAP Meeting Agenda**

## **May 3-4, 2012**



Agenda  
3<sup>rd</sup> LEAP Workshop  
May 3 – 4, 2012  
South Carolina Department of Health and Environmental Quality  
Columbia, SC

**Agenda**

**Day 1 – Thursday, May 3<sup>rd</sup>**

(Meeting in Litton Room, SC DHEC, 2600 Bull Street, Columbia, SC)

- 9:30 a.m. Meet and Greet
- 10:00 a.m. Introductions and meeting overview – Vernice Miller-Travis, facilitator  
Welcome remarks – Karin Skipper (DHEC), Karen Sprayberry (DHEC), Sheryl Good (EPA Region 4, Office of Environmental Justice), Sheila Lewis (EPA Headquarters, Office of Environmental Justice)
- 10:30 a.m. Charge to the Pilots – Vernice Miller-Travis, facilitator  
Pilots provide overview of work accomplished since last meeting  
(20 minutes on project updates since last workshop, 10 minutes on where they are toward the achievement of their overall three year project goals and objectives)
- 10:35 am Pilot Overview
- 11:05 am Pilot Overview
- 11:35 am Pilot Overview
- 12:05 am Pilot Overview
- 12:35 p.m. Break for Lunch (lunch provided)
- 1:35 p.m. “Community Centered Evaluation” Training – How to determine if you are on target toward accomplishing your organizational and project goals? Vernice Miller-Travis and Cynthia Peurifoy (EPA)
- Logic Model program evaluative tool training and exercise,
  - Evaluating the effectiveness of current programs and projects,
  - Discussion about the need for Strategic Planning toward short, intermediate and Long-term organizational goals,
- 5:00 p.m. Conclude day, group dinner (optional)

**Day 2 – Friday, May 4th**

(Meeting in Public Health Preparedness Room, SC DHEC, Seventy Seven Business Center, 101 Business Park Blvd., 2<sup>nd</sup> Floor, Columbia, SC)

- 9:30 a.m.      “Sustaining Your Projects/Programs/Organization” – Discussion of whether you have the structure, capacity and tools to successfully move forward? Vernice Miller-Travis
- Leadership – “Looking for Moses” (visionary leader vs. day-to-day manager, board development and fiduciary responsibility for organization)
  - Transitioning from volunteer to staffed organizations,
  - Fiscal and financial management – (bookkeeping, financial reporting, grants and contract’s management, tax payment, maintaining non-profit 501 c3 IRS tax status),
  - Fundraising and development planning – (fundraising plan and strategy, foundation and government grants, contracts for services, membership fees and community fundraising),
  - Succession and growth management planning,
  - Sustaining volunteer and community engagement.
- 12:30 p.m.      Lunch
- 1:30 p.m.      Requirements of Cooperative Agreement as we prepare to complete the L.E.A.P. Program – Karen Sprayberry and Sheryl Good  
Discussion on preparing final report  
Discussion of film documentary (possible onsite taping)  
Sustaining the LEAP collaborative partnership – creating a South Carolina EJ network.
- 3:00 p.m.      Closing Session  
Smithsonian Channel’s Aerial America, South Carolina segment highlights  
Group exercise – What do you love about what your LEAP project is going to do for South Carolina?  
Closing remarks from Nancy Whittle, former Environmental Quality Control Community Liaison, DHEC , and Harold Mitchell, environmental justice advocate
- 4:00 p.m.      Adjourn



# **APPENDIX B: RESOURCES PRODUCED BY LEAP COMMUNITIES**

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# CDIC Art Contest Flyer

# GRANITE VISION



## Destination Downtown Art Contest!



**Hey kids, we want to  
know what you think,  
too!**

**Submit your artistic interpretation of  
what Downtown Graniteville could  
look like in the year 2030.**

**All winning pieces will be announced  
and displayed at the GraniteVision  
community visioning session on**

**Wednesday, November 3, 2010 at 6:30 pm.**

**All submissions will be on display at the Graniteville Business Center on Marshall  
St. For contest rules and submission forms, see your school guidance counselor or  
call 803-663-3995 ext. 221.**

**Submission deadline—Monday, November 1, 2010 5:00 pm**

**1 winner will be chosen for each grade level: grades 3-8. Winners will receive a  
\$20 Wal Mart gift card and the chance to have their artwork chosen as the cover of  
the GVW Master Plan Briefing Book!**

# GRANITE

# VISION



# 2010

## Destination Downtown Art Contest!

**Art Specifications:**

Drawing of Downtown Scenery

Watercolor, oil, pastels, colored pencils or computer generated

No smaller than 8 ½" x 11" (the size of this paper)

No larger than 18" x 24"

Vertical or Landscape Orientation

**Art Submission:**

Please detach and complete the entry form below and return it, along with the artwork to:  
CDIC

Attn: Lasima Turmon

133 Marshall St. Graniteville, SC 29829

No later than 5:00 pm on Monday, November 1, 2010

You may also return the entry form and artwork to your school guidance office no later than Friday, October 28, 2010.

**Deadline for Submission:**

November 1, 2010-10-01

**Notification of Winners:**

Via public announcement at the GraniteVision community meeting on Wednesday, November 3, 2010 at 6:30 pm.

-----  
Name: \_\_\_\_\_

Parent(s): \_\_\_\_\_

School: \_\_\_\_\_ Grade: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Parent's Email (if applicable): \_\_\_\_\_

Title of Artwork: \_\_\_\_\_



# CDIC March to Fitness

# Join Us for the 1st Annual Greater Graniteville March to Fitness

## Events

8:15– 8:45 am

9:00 am

10:00 am

Entry Fee:

**Check-in/Registration**

**Kid's (12 and under) K Run  
(1/2 mile)**

**Adult Fun Run/Walk (2.7  
mi/4.35 km)**

**\$15 per registrant**

## Post Race

There will be refreshments and a tour of the Family Y facility as well as entertainment and information sessions.

## Volunteers

We are looking for volunteers to assist with the MARCH to Fitness (check-in, water/refreshments, etc.). If you are interested in volunteering, contact GVW Community Investment Corporation at [info@greatergraniteville.org](mailto:info@greatergraniteville.org).

## Course

The Greater Graniteville MARCH to Fitness will begin at Historic Hickman Hall and end at the Family Y of Aiken County. It is a 2.7 mile route. The paved course is mostly flat with some inclines and declines. Water and First Aid stations will be available.

## Sponsors

GVW Community Investment Corporation  
Family Y of Aiken County  
Aiken County PRT

## Registration

\$15 cash or check payable to GVWCIC.

Monday, February 27—Friday, March 23

1 pm-4 pm at the Graniteville Business Center (or by mail PO Box 301). The \$15 registration fee includes Run/Walk registration, t-shirt, refreshments.

**\*\*t-shirts are only guaranteed for registrations received on or before March 12\*\***

## Run/Walk Day Check-In

8:15—8:45 AM

**PICK UP T-SHIRTS AT CHECK-IN**

## MARCH to Fitness Fun Walk/Run Entry Form– Saturday, March 24, 2012

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Sex: M / F Age: \_\_\_\_\_

Email: \_\_\_\_\_

Entry Fee: \$ \_\_\_\_\_

Event:  Adult Fun Run/Walk  
 Kid's Run

1 event per person. Registration not refundable or transferable.

T-Shirt Size (circle)      YS    YM    YL  
   AS    AM    AL

**Note: for the safety of all participants skateboards, scooters and skates of any kind are prohibited in this event.**

**Waiver of Liability: In consideration of my entry being accepted, I waive any and all claims for myself, my administrators and my heirs against all officials, sponsors, and organizations connected with the Greater Graniteville MARCH to Fitness for injury or illness that may directly or indirectly result from my participation in this event. I attest that I have full knowledge of the risks involved in this event and am physically fit and sufficiently trained to participate in this event.**

Signature: \_\_\_\_\_

Parent/Guardian if Under 18 Years of Age

Date: \_\_\_\_\_

 **GVW Community**  
INVESTMENT CORPORATION

# CDIC ULI Public Meeting

# PUBLIC MEETING NOTICE

**Community Development & Improvement Corporation &  
GVW Community Investment Corporation**

Invite YOU to attend



Wednesday October 19, 2011

4:00-5:00 pm

Christian Heritage Church Fellowship  
Center

285 Ascauga Lake Road  
Graniteville, SC 29829

Community Development & Improvement Corporation, GVW Community Investment Corporation and the Urban Land Institute South Carolina are working together on a Technical Assistance Panel that will be focused on the promotion of the use of Brownfield sites in the GVW communities upon completion of remediation, attracting commercial investment to the area and downtown revitalization strategies.

Join us as we hear the initial recommendations of the panel and to learn more about this collaboration. The recommendations stem from an intensive interview process with select community members; elected officials; education, business and economic development representatives; and recreation and leisure representatives.

This process is highly dependent upon public participation to ensure recommendations coincide with the desires of community stakeholders. For more information or to RSVP, please contact Lasima Turmon, Brownfields Program Coordinator at 803-663-3995 ext 222 or via email at [lturmon@cdic.org](mailto:lturmon@cdic.org). See you there!

# CDIC GVW Newsletter

# GVW onlocation



## this issue

- County Council Meeting Update **P.1**
- Going Green **P.2**
- Local Business Spotlight **P.3**
- Special Section Insert



## Well Done Graniteville!

On February 7, 2012, the Aiken County Council held its meeting at the Gregg Park Civic Center here in Graniteville. The meeting was well attended and was “very productive” according to GVWCIC Board Chairman Ronald Wood.

Holding the meeting in our community was a step in the right direction after an October visioning panel noted strains in the relationship between the GVW communities and the local representation. Kelly Hagens-Stewart was very vocal in expressing concerns for her town, Vaucluse and Council could see from the meeting that we care about the social and economic future of our communities.

Council representatives and County Administration were very receptive and

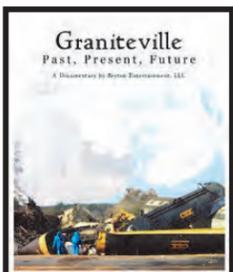
approachable throughout the evening. Everyone left with the consensus that there is still much work to be done. Lets continue to improve this vital relationship by doing the following:

- ◇ Communicate– with your elected officials, community leaders and one another.
- ◇ Get active– find out what role you can play with various organizations including GVWCIC to take back our communities.
- ◇ OWN IT– these communities are ours and we all need to participate in their revitalization!



Want to stay in the know? Like GVW Community Investment Corporation on Facebook and get access to updates, polls, discussions, photos and more.

DVD copies of the film *Graniteville: Past, Present, Future* are still available for purchase for \$20.. Please call 803.522.7017 to reserve your copy today or come by our office on Marshall St. Monday-Thursday 1-4 pm to purchase.



### Committee of 100 Listing

Below you will find a random listing of Committee of 100 participants. This list will appear monthly until each participant is THANKED. Nothing we do would be possible without your support. Thank YOU!

- T.E. KIRBY
- STEPHEN PHILLIPS
- STACY HEATH
- PATTY BRYANT
- JOHNNY COATES
- TEK KIRBY
- LIONEL SMITH, LTD.
- CHRIS CORLEY
- JAMES NEW, SR.
- KEITH'S TOWING & SERVICES, LLC
- CARL RENEW
- BETWEEN THE EDGES
- LAWNCARE & LANDSCAPING
- WARD REALTY, LLC
- RICHARD NAPIER
- JOHNSON MOTOR CO. OF SOUTH CAROLINA
- HONDA CARS OF AIKEN



### Upcoming Events

<b>March 15</b>	Barner Group Small Business Conference & Expo	Graniteville Business Center
<b>March 22</b>	Aiken County PRT Field Trip to Ridge Spring/Saluda	
<b>March 24</b>	Greater Graniteville March to Fitness	Hickman Hall 9 am
	Gregg Park Annual Easter Egg Hunt	GPCC 11 am
<b>March 25</b>	The Hoppers in Concert	Christian Heritage 6:30 pm
<b>March 28</b>	Aiken County Bike & Pedestrian Plan Public Meeting	Aiken Tech 5 pm
	GVWCIC Board Meeting	Graniteville Business Center 4 pm

To have your event listed in our newsletters, please email them to [lturmon@greatergraniteville.org](mailto:lturmon@greatergraniteville.org) by the 25th day of the month prior to your event. Events received after the 25th are not guaranteed to appear in the next issue of the newsletter but will be accommodated as much as possible..

### Honoring Our Sponsors

Ever wonder HOW we're able to fund programs and initiatives in the GVW area? It's because of our generous donors and sponsors who give of their time and resources to help us in our cause. This month we would like to take the time to say thank you to our longtime community partner, URS, who contributes immensely to GVWCIC's programs and activities.



*Restoring,  
Revitalizing,  
Recapturing  
Graniteville...  
one day at a time.*

**GVW Community**  
INVESTMENT CORPORATION

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# Going Green



Above (l to r): Clinton Brown, Keenia Peterson, Rozena Tyler, Earl Roberts, Chanta Prescott, Keith Burns, Sabrina Singleton, Sammie Prescott and Robert McSpadden

Below (l to r): Keenia Peterson, Clinton Brown, Robert McSpadden, Chanta Prescott, Keith Burns, Sabrina Singleton, Sammie Prescott, Montrell Barrett, Earl Roberts, Susan McLeod, Mark Hall and Rozena Tyler



Participants in the 4th class of the GVW Brownfields job Training Program will have the opportunity to complete a hands-on Solar Energy Installation project during their 7 week training at Aiken Tech.

To prepare for this module of the training, the participants built this portable rooftop during their NCCER Core Construction certification training, using a basic design of Jim Kronberg of the ATC Technology Department. This exercise allowed the students to use real construction practices on a project and turned out to be a huge success.

Previous classes learned basic construction skills with practice lumber and small non-work related projects with solar training enhanced through demonstration only. Installation of solar panels on the training roof and wiring to power an appliance will be conducted during the Alternative Energy module of the curriculum.

The main objectives of this project are to increase the hands-on learning opportunity and skill building of students, leading to potential employment opportunities and to generate the interest of employers in hiring graduates of the program for jobs in the solar market (insulation, solar panel, HVAC, electrical contractors, etc.).

For additional information regarding the GVW Brownfields Job Training Program, call 803.663.6848 ext 203.

## Graniteville Means Business



### *The Barner Group, LLC*

Presents

*Spring Minority & Small Business Conference & Expo*

Thursday, March 15, 2012

8:30 a.m. – 3:30 p.m.

Graniteville Business Center – 133 Marshall Street - 29829

(Located in the heart of Historic Graniteville, SC)

**ADMISSION AT THE DOOR: \$1**

All proceeds will benefit the GVW Community Investment Corporation's Water Tower Restoration campaign.

This exciting event is for anyone interested in starting a business, start-up business, expanding business, non-profit, and government and private corporations interested in doing business with small businesses.

Attendees will receive a Free Conference Tote Bag and Small Biz Conference Booklet.

#### **SPONSORS:**

*Platinum Sponsor – The Barner Group, LLC*

*Gold Sponsor – Jan-Pro Commercial Cleaning Systems*

*Bronze Sponsors – R.W. Allen, Georgia Power and Savannah River Nuclear Solutions*

**BUSINESS VENDORS:** Essential Acts Massage & Wellness, Capitol Business Solutions, The Family Y of Aiken County, First Command Financial Services, Garden City Jazz, Central Payment, Inc., The Box, Aiken Regional Medical Centers, Southway Crane & Rigging, Augusta Regional Airport, Bridgestone; Halo Spa Escapes/BeautiControl Cosmetics (Shakira Lemon); Forms and Supply, Inc.; Elements Print, Web & Marketing, Vernetta Y. Meyers/Natures Pearl Independent Distributor and Organo Gold Representative Henry Armstrong/OOPS

#### **SEMINARS**

**9:30 a.m. – 10:30 a.m. – The Entrepreneur Issue**

**10:45 a.m. – 11:45 a.m. – Benefits of Chamber Membership**

11:45 a.m. – 1 p.m. – Visit with **Exhibitors**

Lunch Provided by **The Box** - \$8 per person

**1:15 p.m. – 2:30 p.m. – Grant Writing for Non-Profits**

**1:15 p.m. – 2:30 p.m. – Social Media and Small Business**

**2:30 p.m. – 3:30 p.m. – Small Business Funding**

For advance sign up of seminars, please email [hba@hbagroup-intl.com](mailto:hba@hbagroup-intl.com)



# CDIC Documentary Screening Flyer

GVW Community Investment Corporation Presents:

# GRANITEVILLE: PAST-PRESENT-FUTURE A DOCUMENTARY



## *An Evening of Community and Fellowship*

Please join GVW Community Investment Corporation for the debut screening of “Graniteville: Past-Present-Future,” a documentary by Bryton Entertainment. Before the screening, get some valuable information about who we are and what we are doing in Graniteville and hear remarks from our distinguished guest speaker. You don’t want to miss this opportunity!

We will debut this wonderful film inside the Hickman Mill on Marshall Street in historic Graniteville. Join us as we remember the past and plan for the future. Contact Lasima Turmon for more information or to purchase tickets at 803-663-3995 ext 222 or stop by our office at 133 Marshall St.

**THURSDAY, MARCH 31, 2011**

**DOORS OPEN AT 6:30 PM**

**TICKETS: \$10 ADULTS \$5 CHILDREN AND SENIORS 65+  
CHILDREN 3 AND UNDER FREE**

GVW Community Investment Corporation is a South Carolina non-profit organization established to aid in the revitalization of the Graniteville, Vaucluse and Warrentown communities in Aiken County, South Carolina. We are recognized by the IRS as a 501(c)3 organization.

# Imani Community Workshop Flyer

# Concerned Citizens of Bamberg County

Join Us For Our

## COMMUNITY WORKSHOP ABOUT SAVANNAH RIVER SITE

Ask Questions and Be Informed About:

Environmental Justice (EJ)

The Superfund Job Training Initiative (SJTI)

DOE, EPA, and other Agencies' Involvement at SRS

Agency Grants & Resources

For More Info Contact:

Rev. Brendolyn L. Jenkins

The Imani Group, Inc.

803-392-7095



**Thursday, March 29, 2012**  
**6 – 8 PM**  
**Denmark Technical College**  
**1126 Solomon Blatt Blvd.**  
**Multicultural Center**  
**Building 026**  
**Denmark, SC 29042**



Imani Group

*This Workshop is being Co-Sponsored by  
U. S. Environmental Protection Agency Region 4 and U. S. Department of Energy*

# Imani SC EJ Coalition Flyer



# The IMANI Group, Inc.

*Healing The S.C.A.R.S.*

## **South Carolina Environmental Justice Advocacy Coalition**

An Informational and Networking Meeting

**This is an opportunity to help give communities a voice concerning environmental issues in South Carolina and for community members to network on these issues.**

**Date:** Saturday, August 4, 2012  
10:00am to 2:00pm

**Location:** Richland County Public Library  
Northeast Regional Branch  
7490 Parklane Road  
Columbia, SC 29223

### CONTACT

Rev. Brendolyn L. Jenkins,  
Executive Director,  
The Imani Group  
[imanigroup@gforcecable.com](mailto:imanigroup@gforcecable.com)  
803-392-7095  
[www.theimanigroup.org](http://www.theimanigroup.org)

**\*Lunch will be provided**

Please R.S.V.P. to Rev. Brendolyn Jenkins  
**by Monday, July 30, 2012**  
(See contact information to the left)

# Imani TREAT Workshop



**Teaching Radiation, Energy and Technology (TREAT) Workshop  
September 26-28, 2012**

**University of South Carolina-Aiken  
Ruth Patrick Science Center  
University of South Carolina - Aiken  
471 University Parkway  
Aiken, SC 29801**

***NOTE: Enrollment is limited to 25 participants***

**CONTENT**

The goal of this workshop is to provide education, training, and experiential opportunities for local faith-based leadership representatives. The focus will be to train and involve participants in learning about environmental radiation, energy and partnerships through informative discussions, classroom lectures and laboratory hands on exercises.

**SCHEDULE**

The three day workshop will be offered Wednesday, September 26 through Friday, September 28, 2012, from 7:30 A.M. – 12.00 P.M.

**INSTRUCTORS**

The instructors are Drs. Kenneth S. Sajwan, Professor and Director of Environmental Science Program, and Gian S. Ghuman, Professor of Earth Sciences, Savannah State University, and invited guest lecturers from the Department of Energy, Savannah River Nuclear Solutions, Environmental Protection Agency, SC Department of Health and Environmental Control, and the University of Florida.

**STIPEND**

A grant from the Department of Energy on Environmental Radiation and Community Awareness is funding this workshop. Participant tuition will be paid through the grant, and the participants will receive a \$300.00 stipend.

**Teaching Radiation, Energy and Technology (TREAT) Workshop  
September 26-28, 2012**

**APPLICATION**

**Please RETURN completed application to:**

Ms. de'Lisa Carrico  
Department of Energy  
Savannah River Site  
P.O. Box A, Aiken SC 29802  
Office phone: (803) 952-8607  
Fax: (803) 952- 9523  
[d.carrico@srs.gov](mailto:d.carrico@srs.gov)

**For information please contact:**

Rev. Brendolyn Jenkins-Boseman  
The Imani Group, Inc.  
P. O. Box 1666, Aiken SC 29802  
Office phone: (803) 392-7095  
Fax: (803) 226-9134  
[bjenkins@theimanigroup.org](mailto:bjenkins@theimanigroup.org)

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**TREAT (Teaching Radiation, Energy and Technology) WORKSHOP**

Name \_\_\_\_\_

Email and Phone Number \_\_\_\_\_

Social Security Number \_\_\_\_\_

Mailing Address for Stipend \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

Organization Represented \_\_\_\_\_



# LAMC Model Block Flyer

## MODEL BLOCK CONCEPT

## MODEL BLOCK DEVELOPMENT

### WHAT IS A MODEL BLOCK...

**MODEL BLOCK** sites are catalyst residential development projects that can be completed in the short term. These sites introduce a high impact development statement and become models for housing in the neighborhoods they are located. In the long term, model development block sites assist in stabilizing the housing stock by encouraging reinvestment in areas beyond the identified boundaries.

EXAMPLE OF A LAMC MODEL BLOCK  
Taken from LAMC Area 2009 Revitalization Plan



EXISTING



PROPOSED

CONSTRUCTED MODEL BLOCK  
Springfield, East Jacksonville, FL



BEFORE



AFTER

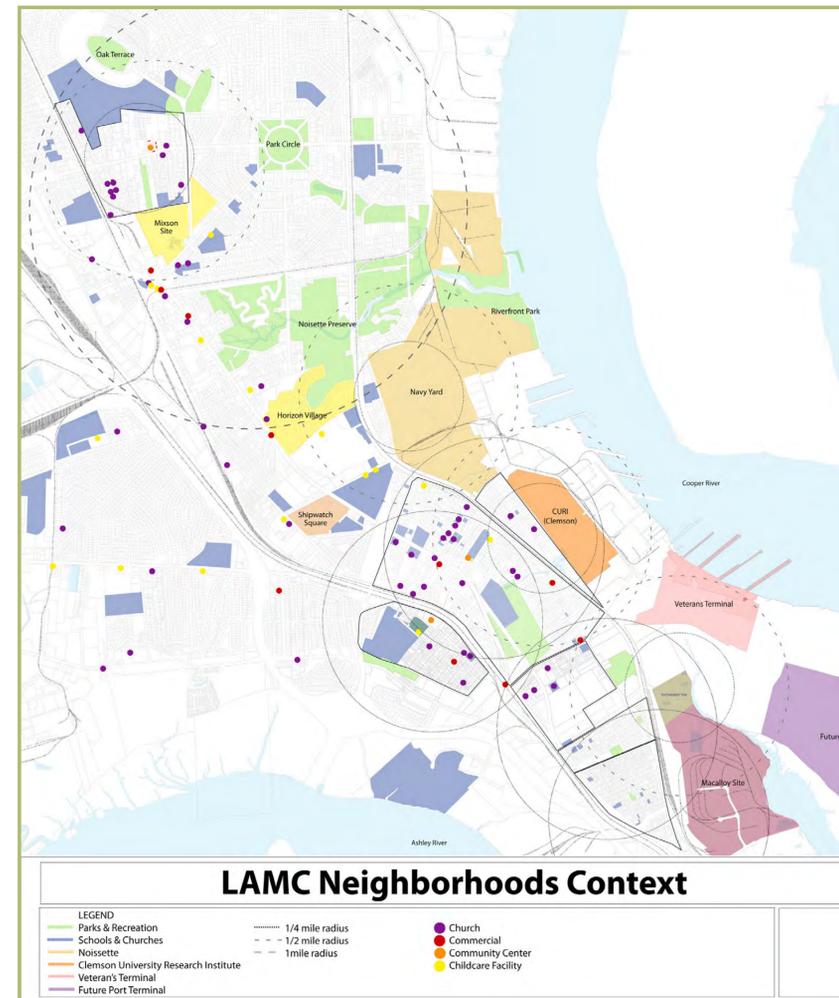
### HOW A MODEL BLOCK WORKS

- Identifies opportunity sites in each neighborhood which hold the greatest promise for short term development
- Makes a statement and becomes a model for housing in the neighborhoods
- Assists in stabilizing a neighborhood by encouraging reinvestment in areas beyond the identified "Model Block" boundaries

### SITE SELECTION FOR A MODEL BLOCK

- Establish an order of priorities for Model Block implementation
- Select a Model Block with less challenges...DON'T START WITH THE HARDEST PLACE FIRST.
- Select a Model Block that builds off existing resources and current development momentum
- Select a Model Block location with higher potential for short term success

### CRITERIA ASSESMENT FOR A MODEL BLOCK



MODEL BLOCK SELECTION IS BASED UPON THE FOLLOWING CRITERIA:

- Context (outside forces affecting the Model Block)
- Ability to Assemble Property (willing sellers, property for sale)
- Building Conditions
- Vacant and Abandoned Lots
- Owner Occupancy/Stability
- Crime
- Cost
- Community resources (existing or planned)
- Environmental concerns (flooding, air quality, noise)
- MARKETABILITY (ability to attract new homebuyers)

### APPROACHES TO DEVELOPMENT

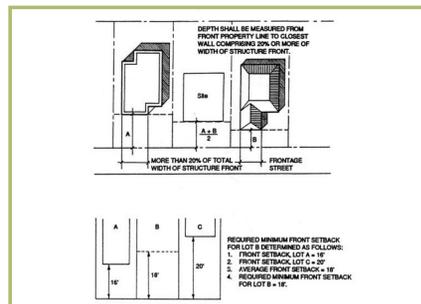
#### ESTABLISH DESIGN STANDARDS + GUIDELINES

##### DEVELOPMENT GUIDELINES FOR NEW CONSTRUCTION + REHABILITATION OF EXISTING STRUCTURES

Guidelines that regulate the construction of new housing and rehabilitation of existing structures within the LAMC neighborhoods are being established for the Liberty Hill Model Block project. These guidelines are intended to provide LAMC with a regulatory tool that will aid in the preservation of the architectural, historic, and cultural significance of the LAMC neighborhoods.

Once LAMC Development Guidelines for new construction and rehabilitation are established, the guidelines will serve as standards to ensure new housing constructed in the LAMC neighborhoods is consistent in size and style and builds on the existing vernacular of the neighborhoods. Development Guidelines address a variety of features of residential development including, but not limited to:

- Setbacks
- Lot size
- Density
- Building orientation
- Front Entrances
- Porches
- Building Materials



Front Yard Setback Averaging, a criteria of the Model Block Development Guidelines

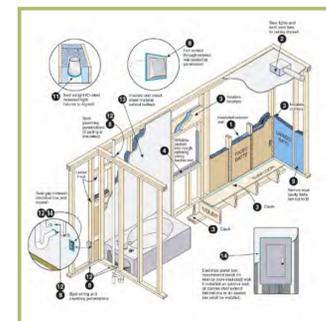
#### ENERGY EFFICIENT DESIGN

LAMC is committed to using green design practices in the design and construction of new model block homes to ensure homes are cost effective to build, as well as durable and practical to maintain. Green Building Certification Programs address energy efficiency and resource conservation in the design and construction of new housing in order to accomplish the following goals:

- Result in a high-quality, healthy living environment
- Lower residents' utility costs
- Enhance residents' connection to nature
- Protect the environment by conserving energy, water, materials and other resources



Plants + trees absorb both direct and reflected radiation, reducing glare + heat buildup



Key Points for Air Sealing your home for increased energy efficiency

#### BUILD ON THE EXISTING VERNACULAR ARCHITECTURE

##### VERNACULAR ARCHITECTURE

The design of the houses to be constructed in the LAMC Model Block project are created based on the unique character of existing housing in the LAMC neighborhood the model block is being constructed. As a result, the house designs that are being produced for the Liberty Hill Model Block may or may not be consistent with the vernacular architecture of future LAMC model block projects. Each LAMC neighborhood has a style of architecture that is reflective of that neighborhood and each Model Block project should be designed to reflect that style.



Example of Model Block house based on existing LAMC vernacular architecture

#### KEY STRATEGIES FOR SUCCESS

- DEVELOP PARTNERSHIPS
- ABILITY TO LEVERAGE FUNDING
- MARKETING
- HOUSING STRATEGIES
  - NEW HOMES ON VACANT LOTS
  - REHABILITATE PROPERTIES IN DETERIORATED CONDITION
  - PROVIDE ASSISTANCE TO EXISTING HOMEOWNERS



# PRELIMINARY PLANS + ELEVATIONS

# LIBERTY HILL MODEL BLOCK DEVELOPMENT

## SITE PLAN OPTION 1



- RETAIN EXISTING STRUCTURE
- GATEWAY MODEL BLOCK ENTRANCE
- EXPANDED COMMUNITY CENTER GREEN SPACE
- TOWNHOUSES
- VEGETATIVE SCREEN
- NEW ROAD CONNECTION TO HASSELL AVE
- PEDESTRIAN CONNECTION TO MINT ST
- RETAIN EXISTING WOODED AREA
- POCKET PARK
- PEDESTRIAN CONNECTION TO HASSELL AVE/ SANDERS AVE

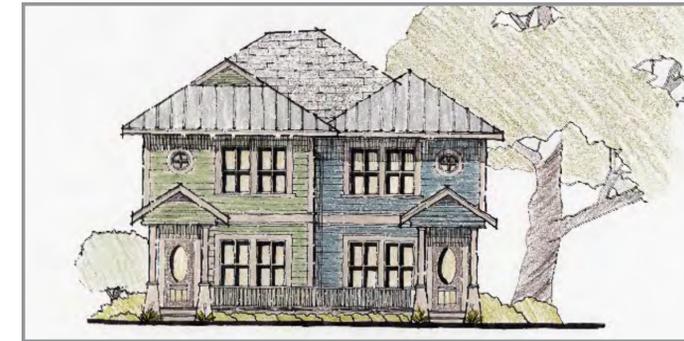
## SITE PLAN WITH GATEWAY



## TOWNHOME OPTION

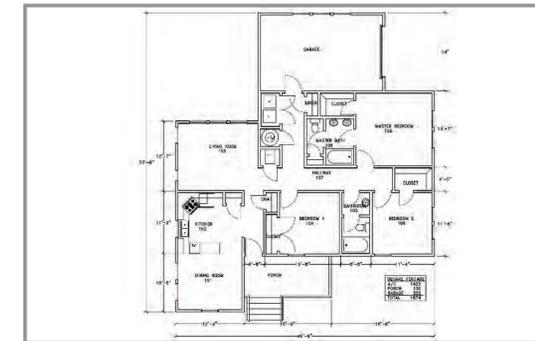


FLOOR PLAN



ELEVATION

## SINGLE FAMILY OPTION 1

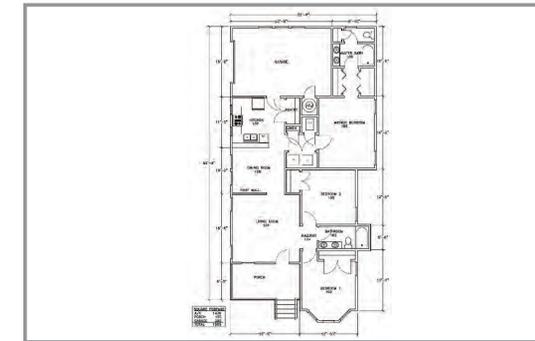


FLOOR PLAN

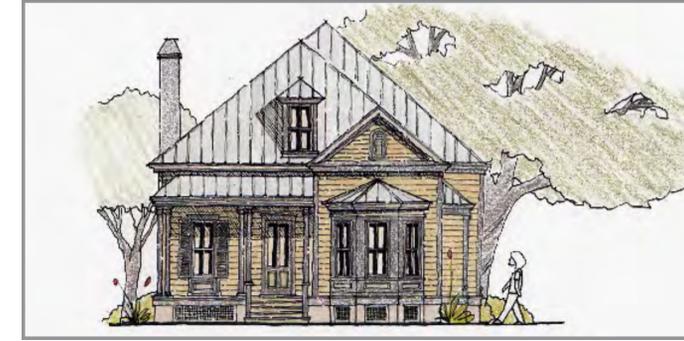


ELEVATION

## SINGLE FAMILY OPTION 2



FLOOR PLAN



ELEVATION

## SINGLE FAMILY OPTION 3



FLOOR PLAN



ELEVATION

# LAMC Community Newsletter

# COMMUNITY FIRST

LOWCOUNTRY ALLIANCE FOR MODEL COMMUNITIES ♦ CITY OF NORTH CHARLESTON ♦ SOUTH CAROLINA STATE PORTS AUTHORITY

Volume 2

Issue 3

Spring/Summer 2011



## Community Celebrates CMP Week

May 11, 2011 marked the fifth anniversary of the signing of the South Carolina State Ports Authority (SCSPA) \$4.08 million Community Mitigation Plan (CMP) Agreement. LAMC, the City of North Charleston, and South Carolina State Ports Authority commemorated this historic event by co-hosting a week-long series of community events, May 9 - 15, 2011.

The theme of the week was “Creating Opportunities for Our Communities” and each scheduled event served to pay homage to the partners and stakeholders who have been influential in ensuring that the mitigation plan elements are properly implemented for the benefit of the community. The CMP agreement was signed on May 11, 2006 in an effort to minimize the negative community impacts and maximize the positive benefits of the new port expansion. The highlight of the CMP week celebration

was the Anniversary Banquet held on Sunday, May 15, 2011 at the North Charleston Convention Center. Javoyne Hicks White, EPA Region 4 Chief of Staff was the Keynote Speaker for the banquet. She honored LAMC and its partners for its steadfast work in environmental justice on behalf of the community and all that it has accomplished. LAMC members, stakeholders, partners, and CMP working group members were recognized and thanked for their efforts and achievement throughout the CMP plan creation and implementation. Robert Fludd, LAMC Education Chair, took the opportunity to award 2011-2012 Education Endowment Scholarships Ka’la Drayton and ChaRon Singleton were awarded \$500 college scholarships and the Djole West African Dance and Drums Group and Girl Scout Troop #322 were awarded \$250 community grants.

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## Transportation Workshop for Minority Business

LAMC hosted a Transportation Business Workshop at North Charleston High School on April 18, 2011. The two-hour workshop served to provide minority and disadvantaged business enterprises insight to the requirements necessary for doing business with major transportation agencies that are operating in the Lowcountry.

The workshop consisted of networking sessions and a panel discussion titled “The Realities of Doing Business” moderated by Evelyn DeLaine Hart, PhD, Charleston County Minority Business Development Director. The panelists were Tim Connor, SC State Ports Authority, Carl Moore, Charleston County RoadWise, and Alex Nelson, SC Department of

Transportation. The panelists provided an overview of their respective agencies’ procurement policies and how a MBE/DBE can position itself to take advantage of bid opportunities.

LAMC conducted a survey following the workshop to gain feedback on the effectiveness of the event from the attendants. The workshop is being funded in part by a grant from the Neighborhoods Energized to Win (N.E.W.) Fund. LAMC will plans to conduct a career fair for middle and high school students this fall.





## LAMC Model Block Development Update

In August 2010, LAMC announced the implementation of its affordable housing strategy - the “Model Block Development” project. The basis of the Model Block Project is established through the LAMC Revitalization Plan adopted last year as an amendment to the City of North Charleston’s Comprehensive Development Plan. LAMC hopes to establish design and development guidelines that will preserve the architectural, historic, and cultural integrity of homes in each of the LAMC neighborhoods.

The model block project is being managed by minority-owned planning firm APD Urban Planning and Management, LLC based out of Atlanta, Georgia. Liberty Hill was selected by the LAMC Board as being the neighborhood most suitable to serve as the “pilot project” following selection criteria developed by APD. During the month of March at each LAMC neighborhood council meeting, and on May 11 during CMP week, APD presented concepts for housing designs. Phase I of the Model Block will

consist of the construction of six new townhomes. LAMC is committed to using green design practices in the construction and ensure the homes are cost effective to build.

On May 19, 2011, the Urban Land Institute (ULI) hosted a presentation and roundtable discussion on the LAMC Model Block project. The ULI is committed to sharing best practices among land development practitioners. LAMC, APD, and the City of North Charleston shared preliminary project plans, elevations, and discussed development standards. After the presentation, attendees consisting of developers, planners, and engineers, provided positive feedback and insight to the LAMC project team.

Along with developing the model block, LAMC is partnering with Family Services to provide credit and homebuyer counseling, financial advisory services, and home selection assistance to ensure that homeownership opportunities are extended to residents of all income levels.

### LAMC Hosts Fair Housing Workshop

LAMC, in partnership with the Charleston Trident Urban League, hosted a Fair Housing Workshop on Saturday, January 29. The interactive workshop served to educate community residents on their rights and responsibilities as covered by the Fair Housing Act. Residents had an opportunity to address their issues as tenants and property owners and learn the steps necessary for resolving them in the future. Topics addressed included protection under fair housing laws, landlord/tenant duties, magistrate court, and proper eviction procedures. The Charleston Trident Urban League provides fair housing workshops twice a month. For more information or to inquire about a fair housing concern, contact the Fair Housing Outreach Coordinator, Carolina Mascarin at 843.579.7578 or [Carolina.mascarin@ctul.org](mailto:Carolina.mascarin@ctul.org).



Liberty Hill Model Block Development conceptual design.



## African-American Visitor Profile Being Developed

The City of North Charleston and LAMC are developing an African-American Visitor Profile to expand the City’s cultural tourism efforts and to increase business development. Presently, the region does not maintain tourism statistics by race. The City is collaborating with the College of Charleston Office of Tourism Analysis to develop an African-American tourist survey, the first step in developing the visitor profile. This information will allow LAMC to determine African-American visitor travel interests and to develop a list of area destinations to target to these visitors. LAMC hopes to capture a portion of the \$1.63 billion in Charleston County receipts of domestic travel as a way to spur small business development while promoting the ethnic and cultural assets within the southern end of the City. The survey will be administered July 1 - September 30, 2011.



## LAMC/USC NIH Annual Progress Report

In 2009, the National Institute of Health (NIH) awarded LAMC and the University of South Carolina School of Public Health a 4-year, \$1.2 million research grant to conduct an environmental health study in the LAMC areas. Last November, Dr. Sacoby Wilson and the NIH research team presented research conducted in the LAMC areas at the American Public Health Association annual conference in Denver, Colorado. Next steps of the research project include placing ambient monitors in LAMC neighborhoods to measure particulate matter near heavily trafficked roads and conducting soil sampling for heavy metal contamination. Herb Fraser Rahim, P.E., Akeem Bell and Dawn Bush are the local LAMC project liaisons.

The research team recently concluded a series of day-long environmental education workshops as part of the community outreach component of the grant, PROJECT EXCELLENCE. Workshop topics included: *Community Based Participatory Research, Health Disparities, Environmental Justice in LAMC neighborhoods, Geographic Information Systems (GIS) mapping, Goods Movement/Air Quality, Brownfields, Healthy Homes, and Soil and Air Pollution*. Approximately 145 community members attended the workshop and provided positive feedback.

The project team also presented a more kid-friendly version of the environmental modules at the City of North Charleston Recreation Department summer camps held at the Gethsemani, Felix Pinckney, Scott Reynolds, SCDHEC Division of Air Quality Analysis Accabee, and Gussie Green Community Centers.



Gethsamani Summer Camp Program

On July 8, the NIH project team will conduct soil screenings and six residents will begin 24-hour HAZWOPER training. On July 22, the project team will conduct a training session for three area school teachers using the environmental education models. The teachers may decide to include the modules as part of their science curriculum. A community update of all NIH activities will be presented by the project team during LAMC's "Day of Neighborly Needs" on Saturday, July 23, 2011 at Sterrett Hall on the former naval base. The free event includes health screenings, jump castles, food, giveaway prizes, as well as student summer camp presentations. For more information contact Herb Fraser Rahim, 843.817.1446.



## LAMC Hosts LEAP Workshop

LAMC is one of four South Carolina organizations selected to serve as statewide "Pilots" by the SC Department of Health and Environmental Control. On May 12-13, 2011 LAMC hosted the annual LEAP Workshop at North Charleston City Hall. The other state LEAP Pilots are: A Place for Hope - Rock Hill, Community Development & Improvement Corporation - Graniteville, The Imani Group - Aiken, and Regenesys - Spartanburg. The workshop, facilitated by representatives from EPA Region 4 Environmental Justice Program, and SCDHEC EQC Program in Columbia, provided the opportunity for the four LEAP Pilots to share their respective workplans, successes, best practices, challenges and needs. Workshop attendees also participated in a capacity-building workshop, "Values to Victory" facilitated by Dr. Nathaniel Smith of Emory University.



## Cultural Tourism Visioning Session Planned

The Charleston Area Regional Transportation Authority (CARTA) has plans to build a North Charleston Intermodal Transportation Center at the intersection of West Montague Avenue and Seiberling Road. The center will serve as the new hub for AMTRAK passenger services, Greyhound and CARTA buses, and taxis.

The National Trust for Historic Preservation awarded LAMC a \$2,200 matching grant to host an *Amtrak Station Preservation Workshop*. The workshop will allow community members and stakeholders to give their opinion as to the future reuse of the existing Amtrak station and to launch an increased interest in the history and culture of the area. Built during the Jim Crow era, the station was identified as a cultural landmark and potential tourist attraction. LAMC is partnering with the City of North Charleston and the Liberty Hill Improvement Council and has engaged the services of Historic Preservationist Francis Ford to facilitate the discussions. The workshop is scheduled this fall.



## LAMC Receives \$4,000 in Grant Awards!

LAMC received a \$1,000 grant award from The Joanna Foundation. The Joanna Foundation awards grants to organizations and programs that strengthen community capacity and enhance individual involvement to achieve a better quality of life. LAMC will use the grants funds to support designing and implementing an organization accounting system.

LAMC also received \$3,000 from the Bakker Family Fund to host first-time homebuyer workshops. LAMC will partner with Family Services to host four (six-week) workshops specifically geared toward buying homes within LAMC Model Blocks. Facilitators will also present information about budget and pre-application credit counseling services to support pre-construction activities.

In addition, LAMC was awarded \$1,000 from the Healthy North Charleston ACHIEVE Team to supply healthy food and beverage options at upcoming meetings and events in support of the team's goals and objectives regarding improved nutrition and access to nutritious foods.



## The Community Mitigation Plan Working Group

By thinking, planning, and working together the individuals and organizations that make LAMC a community are accomplishing goals that neither could achieve alone. The \$4.08 million Community Mitigation Plan (CMP) was developed in 2006 by LAMC, SCSPA, SCDOT and the City of North Charleston. The goal of the CMP is to ensure that community benefits are realized and to minimize negative construction and operation impacts from the new port terminal and port access road. The CMP Working Group and Mitigation Agreement Commission (MAC) are charged with implementing the CMP through means of transparency, communication and collaborative partnerships. Since the project kick-off over five years ago at the Gethsemani Community Center, the CMP Working Group and MAC have been extremely busy establishing and enforcing community priorities. Our work is far from done. Want to get involved? Contact any LAMC Neighborhood President.

### For More Information:

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Judy Miller, Five Mile  
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# **APPENDIX C: UNIVERSITY OF KANSAS COMMUNITY RESOURCES**

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## The Community Tool Box

### Our Mission

Promoting community health and development by connecting people, ideas and resources

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[Chapter 9. Developing an Organizational Structure for the In... >](#)

[Section 1. Organizational Structure: An Overview >](#)

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## Organizational Structure: An Overview

Contributed by Jenette Nagy

### Tools & Checklists

Edited by Jerry Schultz and Bill Berkowitz

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#### Checklist

Here, you'll find a checklist summarizing the major points contained in the text.

You have met with other members of the organization to discuss the best structure for your organization.

You have chosen the relative formality your organization will have.

You have chosen your organization's structure, based on your understanding that:

- Structure is the framework around which the group is organized.
- Structure gives members clear guidelines for how to proceed.
- Structure binds members together.
- Structure in any organization is inevitable.
- Structure should occur in proportion and parallel with other work the organization is doing.

Three elements of structure are some kind of governance, rules by which the organization operates, and a distribution of work.

Four tasks are inherent to community work:

- Envisioning desired changes
- Transforming the community
- Planning for integration
- Supporting the efforts of those working to promote change

You've established necessary committees or subgroups based on your understanding of common roles in community organizations. These roles can be linked together for small, medium, and larger groups.

- A steering committee is the group of people who get things started.
- A coordinating council modifies broad, organization-wide objectives and strategies in response to input from individuals or committees.
- The executive director often takes the place of or serves at the head of the coordinating council.
- Task forces are made up of members who work together around broad objectives.
- Action committees are formed by larger organizations to bring about the changes sought by the organization.
- Support committees are groups that help ensure that action committees or other individuals will have the resources and opportunities necessary to realize their vision.
- Community trustees provide overall support, advice, and resources to organization members.
- Grantmakers can be public or private. They offer financial support to organizations.
- Support organizations are groups that offer technical assistance.
- Partner organizations work on the same issues as your organization.

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# The Community Tool Box

Our Mission

Promoting community health and development by connecting people, ideas and resources

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[Chapter 3. Assessing Community Needs and Resources >](#)

[Section 2. Understanding and Describing the Community >](#)

## Understanding and Describing the Community

Contributed by Chris Hampton & Catie Heaven

Edited by Jerry Schultz & Marya Axner

### Tools & Checklists

#### Tools Checklist

#### Tools

##### Tool #1

#### Community Description Worksheet

This section consists of a worksheet for tools we think you will find helpful in preparing your community description. Use the information gathered in your interviews and other background work to fill out the following questionnaire. Remember -- the description you write is for you to use, so don't hesitate to adapt or alter these questions to more aptly fit your community. This worksheet is adapted from the work of David Scheie.

General Information:

1. Name of the organization/community: \_\_\_\_\_
2. Date this form was completed: \_\_\_\_\_
3. What are the geographical boundaries for this community? \_\_\_\_\_
4. Approximate size, in numbers, of this community's population: \_\_\_\_\_
5. Who is actively involved in this community or organization?
  - a. People who regularly attend meetings/events: \_\_\_\_\_
  - b. People you consider to be "members": \_\_\_\_\_
  - c. How do you define a "member"? \_\_\_\_\_
  - d. People you consider to be "leaders": \_\_\_\_\_
  - e. How do you define a "leader"? \_\_\_\_\_

#### Demographic Information:

Fill out blanks using approximate percentages:

	Residents	Group Members	Group Leaders
African-American			
Asian-American			
European-American			
Hispanic/Latino/Latina			
Native American			
Other			
Male			
Female			
Low Income			
Moderate Income			
Upper Income			

### Issues, Goals, and Strategies:

Describe the three most major areas of concern for this organization in the coming year. For each issue, list the primary goal and the strategy that is being used or will be used to approach it.

1. Issue: \_\_\_\_\_

Primary goal: \_\_\_\_\_

Strategy: \_\_\_\_\_

2. Issue: \_\_\_\_\_

Primary goal: \_\_\_\_\_

Strategy: \_\_\_\_\_

3. Issue: \_\_\_\_\_

Primary goal: \_\_\_\_\_

Strategy: \_\_\_\_\_

### Checklist

Here, you'll find a checklist summarizing the major points contained in the text.

#### *What is a community?*

A community can be any group sharing something in common.

#### *What do we mean by understanding and describing the community?*

You must understand the community's physical and geographic contexts -- the setting in which the community exists.

You must understand the community's people, culture, and web of relationships.

Explore all dimensions of the community -- physical/geographical, demographic, social, cultural, political, and economic.

A community description puts together the information you've gathered in a form that creates a picture of the community that you can use to provide a context for your community assessment and to see the results of whatever actions you take to bring about change.

#### *Why make the effort to understand and describe your community?*

It will give you a general idea, even before an assessment, of the community's strengths and the challenges it faces.

It will capture unspoken, influential rules and norms.

It will give you a feel for the attitudes and opinions of the community when you're starting work on an initiative.

It will help to ensure the security of your organization's staff and participants.

It will give you enough familiarity with the community to allow you to converse intelligently with residents about community issues, personalities and geography.

It will enable you to talk convincingly with the media about the community.

It will allow you to share information with other organizations or coalitions that work in the community so that you can collaborate or so that everyone's work can benefit.

It will provide background and justification for grant proposals.

It will give you insight into the context of the community so that you can tailor interventions and programs to its norms and culture, and increase your chances of success.

#### *When should you make an effort to understand and describe the community?*

When you're new to a community and want to be well informed before beginning your work.

When you've been working in a community for any length of time and want to take stock.

When you're feeling like you're stuck in a rut and need a fresh perspective.

When you're considering introducing a new initiative or program and want to assess its possible success.

When a funder asks you to, often as part of a funding proposal.

#### *Whom should you contact to gather information?*

Elected officials.

Community planners and development officers.

Chiefs of police.

School superintendents, principals, and teachers.

Directors or staff of health and human service organizations.

- Clergy.
- Community activists.
- Real estate agents, housing advocates, and others knowledgeable about the real estate situation in the community.
- Presidents or chairs of civic or service clubs -- Chamber of Commerce, veterans' organizations, Lions, Rotary, etc.
- People without titles, but identified by others as "community leaders" or "natural helpers."
- Owners or CEO's of large businesses (these may be local or may be large corporations with local branches.)

*How do you go about understanding and describing the community?*

- Be prepared to learn from the community.
- Be aware that people's speech, thoughts, and actions are not always rational.
- Don't assume that the information people give you is necessarily accurate.
- Beware of activities that may change people's behavior.
- Take advantage of the information and facilities that help shape the world of those who have lived in the community for a long time.
- Network, network, network.
- Gather information using:
  - Public and other records and archives.
  - Individual and group interviews and conversations.
  - Surveys.
  - Direct and participant observation.
- Examine:
  - The community's physical and geographical characteristics, including infrastructure.
  - Community demographics.
  - Community history.
  - Community government and politics.
  - Community institutions.
  - Community groups and organizations.
  - Economics and employment.
  - Social structure.
- Create a community description that you can use as a reference.
- The description can take a number of forms, and can include, drawings, photos, maps, charts, video, audio, animation, or any other feature that you're capable of including and that helps paint an accurate and compelling picture of the community.
- Continue over time to gather information and update your community description as the community changes and develops.

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## The Community Tool Box

### Our Mission

Promoting community health and development by connecting people, ideas and resources

## Sustaining the Work or Initiative:

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### Outline for Sustaining the Work or Initiative

1. **Decide whether the organization or effort needs to be sustained and for how long:**
  - a. Estimate how long the organization or effort should be in place to accomplish its goals (e.g., 1 year, 10 years). How many years?
  - b. Specify whether the organization or effort should end (e.g., a one-time event) or be ongoing. Will your organization's work end, or do its goals require that it be ongoing?
  - c. Assess whether there is sufficient support in the community to maintain the initiative (or likely will be). What is the level of support?
  - d. If the responses indicate that the effort can or should be in place for a substantial time, develop a plan for sustainability. Is it necessary to plan for long-term sustainability?
2. **Clarify the goals and context for sustaining the effort.**
  - a. What aspects of the effort need to be sustained to achieve the initiative's goals
  - b. Whether the goals for the effort are open to expansion or change
  - c. What the group has accomplished in terms of reaching its goals
  - d. Current structure and organization of the initiative
  - e. Needed resources to support permanent personnel
  - f. Current foundation or basis of funding and resources (e.g., money or other support)
  - g. Potential obstacles to sustainability
  - h. Public's awareness of the group or effort
3. **Create a business plan to anticipate what resources will be necessary to sustain the organization or effort.**
  - a. Describe the services or products (activities) to be offered, including:
    1. Specify the services or products you provide (e.g., training, advocacy, specific needed services and supports). What will your organization or effort offer?
    2. Need for the service or product. What benefits will result? What is the value added beyond what is already available?
    3. Competition. Who is positioned to offer the same or similar service or product? Why is yours better?
    4. Qualifications and reputation of the organization providing the service or product. What is your organization's experience and history of success? What is its reputation in the community?
  - b. Describe the potential market or audience and how they will be reached:
    1. Audience or market for the service or product. Who can benefit? Who can pay?
    2. Promotion. How will they be reached (e.g., personal contacts, mailings, radio and/or TV)?
    3. Quality control. How will the quality and satisfaction with the service or product be assessed? How will feedback be obtained and used to continuously improve the service or product?
  - c. Generate an annual budget, including:
    1. All projected expenses (e.g., salaries, office expenses, rent, utilities, phone and computer expenses, equipment, travel, etc).
    2. All projected income - based on current sources of funding and other in-kind resources.
  - d. Use the anticipated budget to:
    1. Evaluate the financial resources needed to sustain the programs and services of the initiative.
    2. Identify ways to generate resources other than money (e.g., time, materials) to meet some of the anticipated expenses.
    3. Set priorities for which programs and services to maintain (e.g., those most important and/or cost effective).
  - e. Set specific goals for financial resources to be generated for the organization or effort (e.g., how much of what kind of resources by when, e.g., "By 2015, to have an annual operating budget of \$200,000 with cash reserves equal to 25% of the budget"). What is the organization's immediate financial goal? Longer-term goals?

4. **Identify specific tactics to be used to sustain the effort.** Indicate how you will use potential tactics for financial sustainability, including:

- a. Share positions and resources - Share staff positions, space, equipment, or other resources with organizations with similar goals.
- b. Become a line item in an existing budget of another organization - Convince another organization to pick up part of the expenses of running the initiative (e.g., the city provides funding for a school health program).
- c. Incorporate the initiative's activities or services into another organization with a similar mission
- d. Apply for grants - Consider time and resources that will be necessary for success, and the need for reapplication.
- e. Tap into available personnel resources - Recruit people or positions in other organizations that can be shared at low or no cost (e.g., clerical staff, volunteers).
- f. Solicit in-kind support - Seek goods and services the organization would otherwise have to purchase (e.g., donations of office supplies from a local business).
- g. Develop and implement a fundraiser - Identify and offer products, services or events that will inspire others to contribute money to the organization.
- h. Pursue third party funding - Solicit third parties not actually involved with the effort, and not directly benefiting from it, to provide resources for services (e.g., insurance companies support valued services).
- i. Develop a fee-for-service structure - Require clients who receive services to pay for them (e.g., sliding-fee scales based on clients' ability to pay).
- j. Acquire public funding (e.g., from legislature or city council).
- k. Secure endowments or planned giving arrangements - Use interest from funds as annual income.

Establish a donor or membership base - Donors or members help provide unrestricted funds to support the operations of the organization (e.g., dues, gifts).

*What are the primary tactics your organization will use to sustain its efforts?*

5. **Develop a marketing plan to secure resources for the organization or effort.** Indicate how you will use the "4Ps" of marketing in implementing your plan, including:

- a. Product (e.g., what your group offers, and its benefits)
- b. Price (e.g., costs, value added)
- c. Place (e.g., how you will make it easier for people to contribute)
- d. Promotion (e.g., what message will be carried to whom, by whom, through what means)

6. **Outline a specific action plan for sustaining the organization or effort.** For each sustainability tactic you will use (e.g., obtain grant funding), develop a specific action plan, including:

- a. What activities will be carried out
- b. Who will do it
- c. By when the activity will be completed, or for how long it will be maintained
- d. Resources that will be needed to complete it
- e. Communication - Who should know what about this

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**Activity 0**

Sustainability Plan

<b>Priority Activities/Services to Sustain:</b>	<b>Priority Tactic for Sustainability:</b>

## **Activity 1**

### Applying Tactics for Sustainability to Your Group's Situation

<b>Tactics for Sustainability</b>	<b>Specifically, indicate how this approach could be used to sustain your effort (or some part of it)?</b>
1. Share positions and resources	
2. Become a line item in an existing budget	
3. Incorporate activities or services in organizations with a similar mission	
4. Apply for grants	
5. Tap into personnel resources	
6. Solicit in-kind support	
7. Develop and implement fundraisers	
8. Pursue third-party funding	
9. Develop a fee-for service structure	
10. Acquire public funding	
11. Secure endowments and planned giving arrangements	

## **Activity 2**

### Preliminary Sustainability Plan

#### **Priority Activities/Services to Sustain:**

<b>Action Step</b> (What will be done)	<b>Person(s) Responsible</b> (By whom)	<b>Date Completed</b> (By when)	<b>Resources Required</b> (At what cost)	<b>Communication/ Collaborators</b> (who else should know about this)
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				