



# **Strategic Plan**

## **October 2021-October 2023**

### **MISSION**

FBA is a not-for-profit, volunteer, service organization dedicated to advancing Brownfields cleanup and redevelopment and committed to advancing environmental justice in Florida. Working in cooperation with a wide range of governmental and non-governmental organizations and citizen groups, we are a group of environmental stakeholders and professionals who provide Brownfields information, assistance, and redevelopment strategies to communities and the public.

### **DIVERSITY, EQUITY, INCLUSION, & JUSTICE**

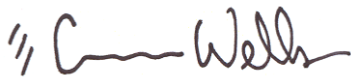
The Florida Brownfields Association is committed to fostering a diverse and inclusive organization that provides equal opportunity, promotes mutual respect, and condemns discrimination and prejudice. We respect and appreciate the diversity of our members distinguished by race, ethnicity, ancestry, national origin, citizenship, language, age, gender, sexuality, disability, socioeconomic background, religion, and professional discipline. We advocate for environmental justice and equity, and are committed to promoting diversity and inclusion in our leadership, committee work, community support and education, annual workshops/listening sessions and meetings, and the daily business of the association.

## STATEMENT OF PURPOSE

The year 2022 will be unlike any other in recent memory for Brownfields redevelopment. With the passing of an historic bipartisan infrastructure bill, the U.S. Congress will make the largest investment in clean drinking water and wastewater infrastructure in American history. The White House's Justice40 proposal, which aims to direct 40 percent of the benefits of federal investments toward addressing the climate crisis to communities experiencing environmental justice challenges, will make available vast new resources to advance Brownfields redevelopment and many linked challenges including chronic water quality and air pollution problems. Finally, the latest U.S. EPA strategic plan fully embeds environmental justice into policy and practice, providing an excellent model for our state and local governments on how to support communities with environmental justice challenges.

With these unprecedented opportunities on the horizon, our top priority must be to leverage our resources and relationships to grow Brownfields redevelopment in Florida while supporting communities that have environmental justice challenges. The 2021-2023 FBA Strategic Plan has been created to do just this by identifying strategic priorities to guide our decision making over the next two years. The greater goal of this effort is to enable the Association to advance our mission and ensure we represent our membership to the best of our ability. To this end, this Plan is intended to be dynamic, subject to periodic alignment with the changing legislative and policy landscape, and sensitive to the needs of our members and other stakeholders in Brownfields redevelopment.

This Plan was approved by the FBA Board of Directors on May 12, 2022.



---

Dr. E. Christian Wells, President (2021-2022)  
Florida Brownfields Association



---

Dr. Krystal Pree Hepburn, President-Elect (2021-2022)  
Florida Brownfields Association

## STRATEGIC GOALS & OBJECTIVES

### ***GOAL #1: Enhance the structure and function of the Association to better meet the changing needs of the membership.***

- Objective 1. Initiate a comprehensive annual needs-based assessment of the membership, with diverse options for member input, including: a) an in-depth survey with opportunities for comment and reflection on the Association's key functions; b) a rapid assessment for targeted commentary; and c) a final report of findings with recommendations for specific changes and additional opportunities for member input and reflection.
- Objective 2. Update the Association bylaws to include: a) virtual opportunities for Association business for enhancing member participation; b) a statement on diversity, equity, inclusion, and justice for acknowledging the value of diverse member participation; and c) revised language for recognizing gender equity among Association members.
- Objective 3. Update the Association's website to provide additional resources and support for the membership, including: a) access to the Florida Brownfields Redevelopment Atlas; b) access to information on state and federal resources as well as annual EPA funding programs; and c) access to social media and other marketing collateral.
- Objective 4. Convene an annual strategic planning meeting to evaluate progress on the Association's strategic plan and needs-based assessment for better serving the membership, including planning for the annual conference that provides enhanced opportunities for member participation and recognition, such as: a) Association awards to celebrate member efforts toward Brownfields redevelopment and environmental justice; b) reception for new members/attendees and other social networking opportunities; and c) hybrid virtual/in-person participation opportunities.

### ***GOAL #2: Extend the Association's capacity to provide strategic legislative, policy, and technical advice consistent with member interests.***

- Objective 1. Reactivate lobbying activities (e.g., annual Legislative Day, paid lobbyist) to promote Brownfields redevelopment before/during the 2022-2023 Florida legislative session, while identifying a sustainable source of revenue for supporting these activities, possibly in conjunction with other organizations that share overlapping interests.
- Objective 2. Develop novel and effective ways to advocate for increases in the annual funding allocated in statute for the Voluntary Cleanup Tax Credit (VCTC) and other financial incentives for Brownfields redevelopment. For example, one strategy can be leveraging the efforts of the Association's members to express these interests directly to elected officials.
- Objective 3. Innovate new strategies for Association members to contribute to the technical advice that FBA regularly provides the FDEP with regard to liability protections, clarity on Brownfields statutes, regulatory issues that may impede Brownfields redevelopment, and other technical and policy issues through the rulemaking process.
- Objective 4. Develop an evidence-informed position on PFAS legislation to prepare the Association for effective participation and advocacy in 2022-2023 regulatory discussions and decision-making processes to address PFAS in the environment.

***GOAL #3: Diversify the ways and extent to which the Association supports communities with environmental justice challenges.***

- Objective 1. Determine where the Association's environmental justice priorities and activities overlap with or diverge from those of the FDEP to better prepare the Association to assist members with taking advantage of new resources and opportunities afforded by recent federal legislation and related commitments by the U.S. EPA to environmental justice.
- Objective 2. Prepare the Association to take advantage of emerging state and federal resources to address environmental justice challenges in Florida through the continued development of the "J40/67" initiative that aims to identify and collaborate with communities in need in all of Florida's 67 counties.
- Objective 3. Increase collaboration with communities experiencing environmental justice challenges and other nonprofit/not-for-profit organizations to co-develop and implement precision interventions, following the ongoing successful partnership with the Pioneer Bay CDC in North Port St. Joe.
- Objective 4. Expand and enhance existing strategies to provide technical advice, assistance, and support to communities with environmental justice challenges, including through the annual FBA EJ Workshop, additional online resources via the Association website, and the emerging Environmental Justice Leaders in Training (EJLIT) initiative that targets participation by youth and college/university students.

***GOAL #4: Increase and diversify Association membership and collaborative partnerships throughout the state in context-sensitive ways.***

- Objective 1. Expand the Association's membership in specific Florida regions (e.g., cities, counties) and in specific industries (e.g., consulting, government, academia, community nonprofit, real estate, etc.) where members represent less than five percent of the overall Association membership in that location or industry.
- Objective 2. Diversify the Association by increasing the membership and participation of groups that have been historically underrepresented in the Association as well as college/university students, focusing on Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs).
- Objective 3. Increase strategic partnerships (e.g., vis-a-vis memberships, conference participation, "learning lunch" presentations, social media presence, etc.) with allied organizations, such as the Urban Land Institute, Florida Realtors, and the Florida Chapter of the American Planning Association, among others.
- Objective 4. Enhance the Association's existing collaboration with the Florida Redevelopment Association (FRA) by developing and implementing Brownfields redevelopment training curricula for the FRA's "Redevelopment Academy" and by exploring opportunities for co-located conferences and workshops; and explore options for shared funding of legislative lobbying services to the extent FRA's interests and goals align with the Association's for the 2023 Session.