

## VII. Appendices

### Appendices

#### A. Staff Job Descriptions and Letters of Commitment

##### **GROUNDWORK LAWRENCE JOB DESCRIPTION:**

##### **STEWARDSHIP PROGRAM MANAGER**

March 2006

##### **The Organization**

Groundwork Lawrence, Inc. is a locally-based 501(c)3 non-profit organization working to create sustainable environmental change through community-based partnerships. Groundwork's mission and operations are premised on the understanding that environmental conditions are inextricably linked to the economic and social health of a neighborhood. As a consequence, Groundwork is committed to "changing places and changing lives" through on-the-ground projects that help to transform local communities. To accomplish this, Groundwork leads and supports a variety of partnership-driven efforts that bring together the public, private and non-profit sectors to solve complex environmental problems and sustain a long-term vision for neighborhood change and renewal.

The formal mission of the organization is ***"to bring about the sustained regeneration, improvement and management of the physical environment by developing community-based partnerships which empower people, businesses and organizations to promote environmental, economic and social well-being."***

This is accomplished by:

- Providing leadership in citywide planning initiatives for comprehensive open space and natural resource development (including Brownfield, transportation enhancements, and master planning efforts);
- Being a catalyst, collaborator and activist to make sustainable physical improvements to neighborhood-based open spaces;
- Creating open space stewardship through events, education and volunteer programs.

Groundwork Lawrence is seeking a Stewardship Program Manager to lead a variety of urban environmental stewardship initiatives. Responsibilities will include community outreach among a diverse group of constituents; day-to-day coordination of program activities among city agencies, neighborhood groups, partner organizations, and businesses; budget tracking and management; design and development of site-specific environmental improvement projects; and direct supervision of volunteer events. Specifically, the Stewardship Program Manager will:

##### **Responsibilities**

- Start up and manage a citywide **Adopt-a-Park** program, including the identification of park sponsors; organization and outreach for parks cleanups, planting days, and celebrations; coordination of monthly park inspections; and administration of a micro-grant program for park improvements and/or programming;
- Work with GWL staff and partner organizations to establish a Community Food Network that integrates community gardening, Farmer's Market and CSA activities to improve health and nutrition among Lawrence residents and provide new opportunities for micro-enterprise. In 2006-2007, the Program Manager will be responsible for:

- Start-up and management of a **Community Gardening** program, including outreach to potential gardeners, coordination of activities in two community gardens to be built in spring 2006, and assistance with strategic development of the program, including the identification of additional garden sites;
- Management of an existing **Farmer's Market**, including coordination with local farms, City agencies, WIC, and property owners. The Market operates weekly from July through October and will require both on-site and off-site work throughout the season;
- Coordinate annual Groundwork Lawrence volunteer events and celebrations, including the **Kite Festival, Timberland Servapalooza, North Canal Fall Festival, Spicket River Cleanup, Earth Day Cleanup, and Glow Gallery Show.**
- Contingent on funding, the Stewardship Program Manager will work with GWL staff and local partners to launch a citywide **Adopt-a-Tree Program** in the spring of 2007, modeled on the pilot program implemented by GWL in 2004.

### **Qualifications:**

- Candidate must have at least five years of relevant experience and excellent references;
- Demonstrated outstanding organizational skills;
- Strong oral and written communication skills;
- Excellent interpersonal skills;
- Basic computer skills: Word, Excel, and desktop publishing;
- Training or prior work experience in landscaping, gardening, parks management and/or urban forestry is preferred;
- Ability to balance competing priorities and deadlines and to handle multiple tasks;
- Demonstrated ability to work collaboratively with colleagues;
- Candidate must be a self-starter and work well independently, while also be able to accept supervision;
- Candidate must be experienced working in multi-cultural settings;
- Must share values and vision of the organization;
- Candidate must be reliable and flexible;
- Ability to communicate in Spanish is a plus.

**Compensation:** Starting salary range is \$30,000 to \$36,000 commensurate with experience. Employee benefits include 70% payment of health and dental insurance and an employer-matched retirement savings plan. This position is full-time and requires some evening and weekend hours. Excellent opportunities for advancement and growth within the organization.

**Start Date:** The candidate must be available to begin work on or about May 1, 2006.

**Hiring Policy:** Groundwork Lawrence is an equal opportunity employer. We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any legally protected status. City of Lawrence residents are strongly encouraged to apply.

**To apply:** Please submit letter of interest and resume **by April 15, 2006** to:

Maggie Super Church, Executive Director  
Groundwork Lawrence  
60 Island Street  
Lawrence, MA 01840

B. Actual Program Budget 2006

**JJAMM Food Network**  
**Actual Pilot Program**

• Program Manager	\$10,593.60*	(in-kind donation)
• Workshop Facilitators	\$4,500.00*	(in-kind donation)
• Materials (seeds, tools) estimated value	\$225.00	(in-kind donation)
• Materials (seeds, tools,snacks)	\$176.92	(in-kind donations)
• Teen Stipends	\$12,600.00	
• Promotional Materials	\$25.00	(250 copies @ \$.10 in-kind donation)
Total:	\$28,120.52**	

Expenses

6/26/2006 water for wkshp, union & mechanic	\$3.00
6/27/06 fruit for workshop at union & mechanic	\$14.85
7/4/06 snacks for workshop	\$10.00
7/4/06 Materials plants	\$20.00
7/5/06 copy of keys union & mechanic	\$19.43
7/5/06 tools for pilot program	\$13.21
7/5/06 lock, seeds, manure for pilot	\$26.43
7/11/06-8/8/06 snacks (Fruits and water)	\$25.00
9/5/06 sandwich bas, posteroard, rubberbands, pots	\$45.00
Total:	\$176.92

C. Program PowerPoint presentation

## Jovenes Juntos con Ancianos para un Mejor Manana JJAMM Food Network



Final Project Presentation by Gloria Machado

## Modeling Successful Community Gardens



Boston, MA



**Nuestras Raíces**  
Springfield, MA



**Brookside Church  
Community Garden,**  
Manchester, NH



## Project Target Community

Two groups of population that are being targeted:

- **Youth** in the Lawrence Public Schools
- **Elder** residents of Lawrence



## Community Problems

- **High Unemployment and Poverty**
- **Low Educational attainment**
- **High Mortality**
- **High Diabetes Rate**
- **Poor quality of food**

\*Source: Massachusetts Department of Public Health Community Health Information Profile, 1990. )

\*\*Source: Dr. Trinidad Tellez, Greater Lawrence Family Health Center



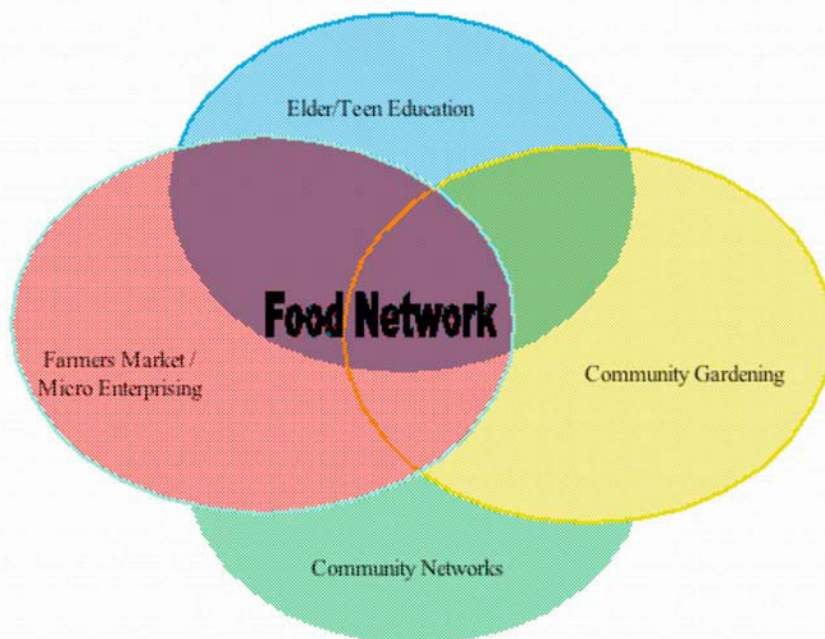
## Host Organization

Groundwork Lawrence (GWL)



- ? An environmental program since 2001
  - ? Combines and identifies the needs of the community with environmental protection;
  - ? Seeks out funding for clean river programs and developing parks along the river way in order to develop a better sense of community.

## JJAMM Community Vision



## JJAMMs Data on Participants

- ? 12 participants in the pilot program
  - ? 8 teens and 4 elders
- ? 70% of the participants were of Puerto Rican decent.
- ? 30% were Dominican
- ? 90% of the participants were unemployed.
- ? 50% knew someone who was or is in a gang.
- ? Average to good health

## JJAMM Pilot Program 2006

- ? 17 weeks of implementation July -October 2006
- ? 14 elders registered and 18 teenagers registered
- ? Total completed course 12 participants
- ? Donations
- ? Plants



## In Action





**Juntos para un mejor Mañana  
Together for a better tomorrow**

**Community Garden - Jardín de la Comunidad**

**Benefits / Beneficios:**

- \* **Work on a garden this summer with vegetables of your choosing.**

*Trabaje en un jardín este verano sembrando semillas de vegetales.*

- \* **Save money by bringing home crops that you grow.**  
*tus propios vegetales.*

*Ahorra dinero cosechando*

- \* **Learn to sell your crops.**

*Aprende a vender tu propia cosecha*

- \* **Start in July 5 2006.**

*Comienza el 5 de Julio 2006*

**Let's plant a seed of change in our community!  
Sembremos una semilla de cambio en nuestra comunidad!**

**For more info Contact / Para mas informacion Llame a:  
Gloria Machado (978) 974-0770**

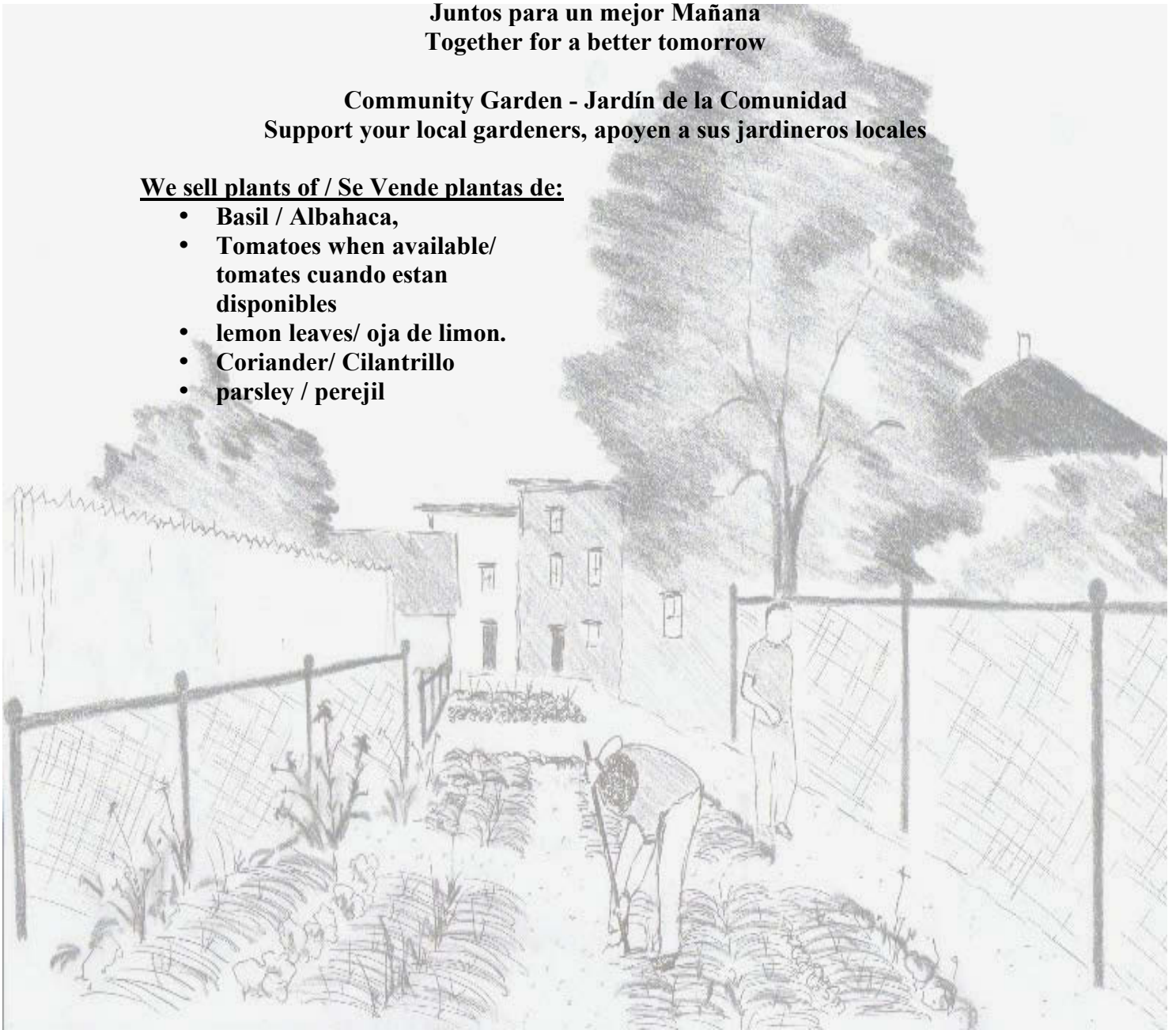


**Juntos para un mejor Mañana  
Together for a better tomorrow**

**Community Garden - Jardín de la Comunidad**  
**Support your local gardeners, apoyen a sus jardineros locales**

**We sell plants of / Se Vende plantas de:**

- Basil / Albahaca,
- Tomatoes when available/  
tomates cuando estan  
disponibles
- lemon leaves/ oja de limon.
- Coriander/ Cilantrillo
- parsley / perejil



**2 Days only Tuesday and Wednesday, Sept. 12-13, 2006.**

**Solo 2 dias Martes y Miercoles, Sept. 12-13, 2006**

**Where/ Donde:**

**Lawrence Senior Center Parking/ Parqueo  
155 Haverhill Street  
Lawrence, MA**

**Planted and Harvest by neighbors in your own community!!!**



**Plantado y cosechado por vecinos in tu propia comunidad!!!**

**Sponsored by / Patrocinado por:**

**Groundwork Lawrence, Greater Lawrence Family Health Center,  
and Lawrence Senior Center**

# Focus Group Survey

## *Farmers Market / Community Garden Attitudes and Background Information of Focus Group Participants*

Age	Nationality	HH Income	Ethnicity	Purchase @ FM?	What purchased?	Why?	Future participation?
50+	White	\$31,000+	dominican	y	lettuce, peppers, beans, fruit	healthier	yes
50+	White	<\$10,000	dominican	y	peppers, lettuce, beans, fruit	healthier	yes
50+	White	<\$10,000	puerto rican	y	beans, peppers, repollo(?), berengena(?)	healthier	yes
50+	White			y	tomatoes, peaches, apples, red peppers	healthier	no
50+	White			y	carrots, tomatoes, cucumbers, cabbage		yes
50+	White	<\$10,000	dominican	y	lettuce, berengena(?)	healthier	yes
50+	White		puerto rican	n (demoulas)			yes
50+	White	<\$10,000	dominican	n			no

**JJAMM's** Focus Group Questionnaire / Cuestionario de Grupo de Enfoque

(Optional / Opcional) Name / Nombre: \_\_\_\_\_

Address / Direccion: \_\_\_\_\_ Telephone /

Telefono: \_\_\_\_\_

City, State & Zip / Ciudad, Estado y

Zip: \_\_\_\_\_

*Circle the number that best describes your answer for the question.*

*Circule el numero que mejor describe su contestacion.*

**1) What is your age? Cual es su edad?**

- a) 13-15
- b) 16-20
- c) 40-50
- d) 50 and up / o mas

**2) What is your annual household income? De cuanto es su ingreso anual?**

- a) Under / menos de \$10, 000
- b) \$11,000 – \$15,000
- c) \$16, 000 – \$20, 000
- d) \$21,000 – \$30,000
- e) \$31,000 and up / o mas

**3) What is your ethnicity? Cual es su etnicidad?:**

- a) Puerto Rican / Puerto Riqueño
- b) Dominican / Dominicano
- c) Puerto Rican American / Puerto Riqueno Americano
- d) Dominican American / Dominicano Americano
- e) Latino / Latino
- f) Caucasian / Blanco
- g) African American / Africano Americano
- h) Other / Otro

**4) Do you purchase produce at the farmer's market during the summer. (This is held at city hall square during the summer.) Usted compra, durante el verano, en el mercado al lado del alcadia donde venden vegetales.**

- a) Yes / Si (if yes go to next question) (Si contestas si, ve a la proxima pregunta)
- b) No (if no skip to question 8) ( si contestas no sigue a la pregunta 8)

**5) What did you purchase at the farmer's market? Que compras en el Mercado al lado del alcaldia?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_



- 6) **Do you purchase at the farmers market because... / Usted compra en el Mercado al lado del alcaldia porque...:**
- a) Food is healthier / La comida es mas saludable
  - b) Food is economically cheaper / La comida es mas barata
  - c) Market is closer to home / El Mercado es mas cerca de mi casa
  - d) Other/ otro: \_\_\_\_\_
- 7) **Would you be interested in participating and planting in this community garden presented to you today? If yes, please write above your mailing address: Estarias interesado en participar y sembrar en este proyecto de jardin comunitario? Si contestas si, favor de escribir su nombre y direction en la parte de encima donde corresponde.**
- a) No
  - b) Yes / Si

## **JJAMM's Pre-Post Evaluations**

(Optional / Opcional) Name / Nombre: \_\_\_\_\_

Address / Direccion: \_\_\_\_\_ Telephone /

Telefono: \_\_\_\_\_

City, State & Zip / Ciudad, Estado y

Zip: \_\_\_\_\_

*Circle the number that best describes your answer for the question. Circule el numero que major describe su contestacion.*

**1) What is your age? Cual es su edad?**

- a) 13-15
- b) 16-20
- c) 40-50
- d) 50 and up / o mas

**2) What is your annual household income? De cuanto es su ingreso anual?**

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- b) \$11,000 – \$15,000
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**3) What is your ethnicity? Cual es su etnicidad?:**

- a) Puerto Rican / Puerto Riqueño
- b) Dominican / Dominicano
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- d) Dominican American / Dominicano Americano
- e) Latino / Latino
- f) Caucasian / Blanco
- g) African American / Africano Americano
- h) Other / Otro

**4) Do you purchase produce at the farmer's market during the summer. (This is held at city hall square during the summer.) Usted compra, durante el verano, en el mercado al lado del alcaldia donde venden vegetales.**

- a) Yes / Si (if yes go to next question) (Si contestas si, ve a la proxima pregunta)
- b) No (if no skip to question 8) ( si contestas no siga a la pregunta 8)

**5) What did you purchase at the farmer's market? Que compras en el Mercado al lado del alcaldia?**

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_

- 6) **Do you purchase at the farmers market because... / Usted compra en el Mercado al lado del alcaldia porque...:**
- a) Food is healthier / La comida es mas saludable
  - b) Food is economically cheaper / La comida es mas barata
  - c) Market is closer to home / El Mercado es mas cerca de mi casa
  - d) Other/ otro: \_\_\_\_\_
- 7) **Would you be interested in participating and planting in this community garden presented to you today? Estarias interesado en participar y sembrar en este proyecto de jardin comunitario?**
- a) No
  - b) Yes / Si
- 8) **Have you finished high school? Has terminado la escuela superior?**
- a) No
  - b) Yes / Si (if Yes skip to question 11 / si contestas Si continue con la numero 11)
- 9) **Did you drop out of high school? Te has dado de baja en la escuela?**
- a) No
  - b) Yes / Si
- 10) **Do you think that you will drop out of high school? Piensas que te dara de baja de la escuela?**
- a) Strongly Disagree / fuertemente de acuerdo
  - b) Disagree / desacuerdo
  - c) Agree / de acuerdo
  - d) Strongly agree / fuertement de acuerdo
- 11) **Do you presently have a job? Tienes un trabajo**
- a) No
  - b) Yes / Si
- 12) **How long do you last in your jobs? Cuanto tiempo duras en un trabajo?**
- a) Less than 1 month / menos de 1 mes
  - b) 2-5 months / meses
  - c) 6months / meses – 1 year / ano
  - d) 1-2 years / anos
  - e) 3 or more / o mas
- 13) **Do you know anyone who may have been involved in drugs or gangs? Conoces de alguien que este envueltos en las drogas o gangas?**
- a) No
  - b) Yes / Si
  - c) Don't want to say / No deseo responder
- 14) **Do you think that learning a gardening trade may help you find a better job? Piensas que aprendiendo la destreza de trabajar en un jardin te ayudara luego encontrar un mayor trabajo?**

- a) Yes / Si
- b) No

**15) Why is it important to prevent chronic diseases such as diabetes? Porque es importante de prevenir enfermedades cronicas como el diabetes?**

- a) Diabetes can lead to heart disease / diabetes conlleva a una enfermedad de corazon
- b) Problems with diabetes can lead to serious health complications / problemas con diabetes pueden llevar a complicaciones serios de la salud.
- c) Latinos have diabetes at a higher rate than most people / Latinos tienen la diabetes mas alta que a comparados a otros culturas.
- d) All of the above / todas las mencionadas

**16) What can you do to prevent chronic disease like diabetes, obesity or heart attack? Que tu puedes hacer para prevenir enfermedades cronicas como el diabetes, obesidad o ataque de Corazon?**

- a) Decrease physical activity / hacer menos ejercicios
- b) Eat large portions / comer una porcion grande
- c) Gain weight / engordar
- d) Smoke cigarettes / fumar un cigarrillo
- e) None of the above / ninguna de las mencionadas.

**17) Which of the following are ways to improve eating habits? Cuales son los habitos que pueden cambiar .**

- a) Increase variety of foods / tener mas variedad de comida
- b) Control the size of a serving and number of servings per day / controlar la cantidad que uno se serve.
- c) Prepare foods with less fat / preparar comida con menos grasa
- d) All the above ( todos lo mencionado)

**18) Which of the following are ways to improve physical activity? Cuales de lo siguientes ayuda para hacer ejercicios diario..**

- a) Walk instead of “riding” any chance you get / caminar en ves de montarse en un carro.
- b) Some kind of movement at least 30 minutes a day / Algun tipo de movimiento que tome no menos de 30 minutos por dia.
- c) Start slowly and consult your doctor about appropriate activity for you / Comenzar lentamente y hable con su doctor.
- d) All the above. Todo lo mencionado

**19) What and how much we eat and our level of physical activity are directly linked to... / Como y cuanto comemos y las actividades fisicas se relacionan por nuestro?...**

- a) Our weight / peso
- b) Our health / salud
- c) Wellness and how good we feel / nuestro bien estar
- d) All the above. Todo lo mencionado

**20) How many servings of vegetables did you eat yesterday? Cuantos vegetales comistes ayer? \_\_\_\_\_**

(A serving of vegetables is equal to ½ cup of raw sliced vegetables or 1 medium tomato or 1 cup of salad green or ½ cup cooked vegetables or ½ medium plantain, etc. Do not count beans, habichuelas as vegetables.

**21) Check any of the following boxes if it applies to you. / Marque las que apliquen.**

**I have..../ Yo tengo....**

- ☐ depression
- ☐ diabetes
- ☐ heart attack/ ataque cardiaco
- ☐ cancer
- ☐ other

**22) Do you enjoy the company of a teenager? (only elders answer / solo ancianos) Te gusta la compania de un adolescente.**

- a) Yes / Si
- b) No

**23) Do you enjoy the company of an elder? (only teenagers answer) Te gusta la compania de un ancianos.**

- a) Yes / Si
- b) No

**24) How much do you spend a month with grocery? Cuanto gastas en el mes con compra de comida?**

\$ \_\_\_\_\_

**25) How much do you think you will earn with the vegetables that you have grown? Cuanto dinero piensas que harias vendiendo los vegetales que cosechastes?**

\$ \_\_\_\_\_

**26) Did you know how to do a budget before you started this program? Antes de comenzar este programa sabias hacer un presupuesto?**

- a) Yes / Si
- b) No

**27) What did you like the most of this program? Que fue lo mas que le gusto de este programa?**

\_\_\_\_\_  
\_\_\_\_\_

**28) What did you like least of this program? Que fue lo menos que le gusto de este programa?**

\_\_\_\_\_

**29) What would you change in this program? Que cambiarias en este programa?**

\_\_\_\_\_



**30) What types of goals are there in financial planning? Nombre las plazos para establecer metas en la planificacion financiera.**

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**31) What is the 5 step plan to reaching a goal? Cuales son los 5 pasos para planear tus metas?**

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**32) What is PYF (Pay Yourself First)? Que es PYF (Pagandose a usted primero)?**

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**33) What did you like most of the financial class? Que le gusto mas de la clase de finanzas?**

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**34) What suggestions do you give for change? Que sugerencias das para mejorar esta clase?**

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**JJAMM's Project Location**  
**Mechanic St., Alley Way Project Design**

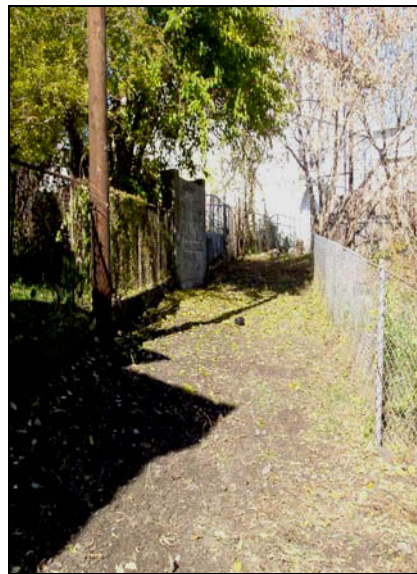


**Where the community gardens are built.**

**Top left star: Brook St. and bottom right star Mechanic St., alleyway.**



**Mechanic St. Alley Way Before**



**After**

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\*Source: Massachusetts Department of Public Health Community Health Information Profile, 1990.

\*\*Source: Dr. Trinidad Tellez, Greater Lawrence Family Health Center

\*\*\*Source: Community Food Security Coalition website.