



**Environmental Education  
Association of Washington**

**DRAFT  
Operational Workplan 2010**

## ***Actualizing the Strategic Plan: the Operational Workplan***

EEAW's Operational Workplan provides the board, staff, consultants and partners with a clear series of steps and the timeline for making headway in 2009 on our strategic plan goals and objectives. The work plan follows a logic model and includes measurable outputs and outcomes and writing.

**Goal/s:** *A result or achievement* toward which an effort is directed. An aim or an ends. For every goal, there are one or more objectives.

**Objective/s:** What the audience/s specified *will be able to do* as a result of the achievement of the goal. For every objective there are one or more activities, outputs and outcomes.

**Activities:** The *steps required* to achieve each goal and its objective/s.

**Lead/s:** The individual in EEAW and partner individuals/organizations with responsibility for successful completion of the activity.

**Timeline:** The month/s in which the activity will be completed.

### ***EEAW Mission***

To inspire, engage and support individuals and groups of leaders in Washington State  
to create a system of education for sustainable communities.

## ***EEAW Goals and Objectives- A Snap Shot***

### **GOAL 1 Foster excellence in the delivery of Environmental and Sustainability Education throughout Washington State**

**Objective 1.1** Provide and support networking opportunities including events, conferences and regional gatherings

**Objective 1.2** Strengthen relationships between, and professional development of, formal and non-formal educators and their programs

**Objective 1.3** Provide leadership and support for pre-K-20 and teacher education systemic initiatives

**Objective 1.4** Encourage, sponsor and endorse research to document the impact of environmental and sustainability education, resources, training and programs on decision-makers, learners and leaders

### **GOAL 2 Provide leadership to advance the field of environmental and sustainability education including the transition of EEAW to E3 Washington**

**Objective 2.1** Develop an effective and diverse leadership structure to govern and grow the capacity of EEAW and E3 Washington to facilitate implementation of the E3 state, regional and sector plans

**Objective 2.2** Implement communications, administrative, legal and logistical strategies to ensure an efficient and seamless transition from EEAW to E3 Washington

**Objective 2.3** Develop and implement annual fundraising plans to support implementation of E3 plans

**Objective 2.4** Implement the diversity and equity principles and recommendations in the E3 sector and state plans

### **GOAL 3 Support the E3 network to implement the five state-level E3 goals and related sector and regional plans and to measure progress and share achievements**

#### **The five E3 goals include:**

- Get Together: Join schools, campuses, and community resources for student achievement and a sustainable future.
- Learn Green: Turn school sites, campuses, businesses and public places into learning laboratories and models of sustainability.
- Reach Out: Give everybody safe and appealing ways to explore and find a sense of place in their social and natural communities.
- Build Support: Garner the funds necessary to provide equitable, adequate coverage and meaning impact of education for sustainable communities.
- Connect Up: Through networking and technology create a system of inclusive and diverse partnerships to achieve education for sustainable communities.

**Objective 3.1** Develop and implement methods to measure progress on the goals of the E3 plan

- Objective 3.2** Engage E3 Washington regional and sector network leaders and provide them with coordination, technical support and funding
- Objective 3.3** Develop and implement a communications and marketing plan to promote and sustain E3 Washington
- Objective 3.4** Share and celebrate the achievements of E3 Washington

**GOAL 4 Lead statewide advocacy for environmental and sustainability education including promoting funding mechanisms to leverage public and private support for implementation of the E3 Plan**

- Objective 4.1** Convene and coordinate an E3 Washington Advocacy Coalition
- Objective 4.2** Conduct policy and funding research to inform legislative strategies
- Objective 4.3** Develop and coordinate legislative strategies with coalition partners

## *EEAW Workplan Detail*

### **GOAL 1 Foster excellence in the delivery of Environmental and Sustainability Education throughout Washington State**

**Objective 1.1** Provide and support networking opportunities including events, conferences and regional gatherings

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
1.1.1. Finalize decision to hold joint conference with WSTA in 2011	EEAW board committee	January
1.1.2. If approved, coordinate joint fundraising, program development and logistics with WSTA	EEAW/WSTA conf committee	Feb-December
1.1.3. Develop an EEAW Awards primer with an annual timeline and set of steps to announce nominations, select winners, notify all parties, achieve media coverage and present awards	EEAW Awards committee, ED	April
1.1.4. Plan and hold a statewide E3 implementation summit in summer 2010 and plan for 2011 summit (in coordination with possible joint 2011 conference with WSTA)	ED, Board members, E3 leads	August
1.1.5. Hold quarterly conference call and webinar meetings with E3 sector and regional leaders	E3 Network Coordinator, ED, EEAW board or other volunteer	Quarterly to December
1.1.6. Facilitate regional and sector gatherings by coordinating with E3 regional liaisons	E3 Network Coordinator, E3 regional and sector lead, ED	December
1.1.7. Determine whether or not EEAW will continue to provide an annual statewide conference or alternative gatherings and a strategy for ensuring financial and programmatic success.	EEAW conference committee, EEAW Board, ED	December

**Objective 1.2** Strengthen relationships between, and professional development of, formal and non-formal educators and their programs

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
1.2.1. Secure small grant from NAAEE for second phase of nonformal educator professional development project	ED, Exec Committee	January
1.2.2. Coordinate project timeline and tasks with consultant and committee leaders	ED, Colleen Uuereb and Saul Weisberg/John Haskin	February
1.2.3. Develop and circulate to nonformal professional development state leaders group a proposal to a) leverage existing professional development opportunities for nonformal educators, and b) define a Washington-gearred program of certification of nonformal educators	Colleen Uuereb and Saul Weisberg/John Haskin, ED	April
1.2.4. Utilize E3 network directory to inventory and represent professional development programs for Washington nonformal educators	ED, E3 Network	Feb-Dec

1.2.4. Hold meeting of nonformal professional development state leaders group leaders group to reach agreement about program for professional development and possible certification of nonformal educators	ED and committee leads	May
1.2.5. Communicate decision to ESE community and begin implementation of strategies to fund , staff, and offer the program	ED, EEAW board and partners	December

**Objective 1.3** Provide leadership and support for pre-K-20 and teacher education systemic initiatives

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
1.3.1. Finalize decision about housing Washington Green School program at EEAW	EEAW board	January
1.3.2. If approved, coordinate fundraising and transition steps necessary to incorporate WAGS fully into EEAW’s leadership structure, financial system, and program management	ED, EEAW board and WAGS steering committee members	Feb-Dec
1.3.3. Coordinate partners to develop a “nested” systemic change initiative addressing E3 goals/strategies and leveraging current federal stimulus programs towards implementation of E3	ED, EEAW board members, partner orgs like WAGS, OSPI, Cool School Challenge, etc.	March
1.3.4. Investigate, and if feasible, coordinate involvement of E3 in the No Child Left Inside consortium grant proposal of the NCLI national coalition	ED, EEAW board member/s	March
1.3.5. Develop a No Child Left Inside Environmental Literacy Plan based on the E3 state plan, the new ESE and Science Standards, and other recent ESE initiatives and reports.	ED, EEAW board members, OSPI ESE Specialist, partners	April
1.3.6. Complete, evaluate and report on Sustainable Design project objectives for USEPA Region 10 grant and hold a culminating summit in summer 2010	ED, OSPI, PSE and teacher leaders Admin staff, accountant	July
1.3.7. Coordinate involvement of E3 in Society of Organizational Learning Education Partnership initiative including participation in preparing a consortium grant proposal to US Department of Education, and participation in SoLeD’s July workshop	ED, EEAW board members, Tahoma SD, OSPI, WWU, Facing the Future, etc.	December
1.3.8. Invite partners to share information via the E3 website regarding K-20 systemic initiatives (Standard 5, ESE endorsement and standards, GreenSTEM, Curriculum for the Bioregion, etc.)	ED, E3 Network Coordinator	December

**Objective 1.4** Encourage, sponsor and endorse research to document the impact of environmental and sustainability education, resources, training and programs on decision-makers, learners and leaders

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
1.4.1. Integrate the use of the OSPI 2910 Study research database into the new E3 site and hire a qualified individual to summarize available research and gaps/needs on an annual basis	ED, OSPI ESE Specialist, Research Consultant	December
1.4.2. Coordinate with partners to make current research accessible to Washington ESE stakeholders and to identify research needs and gaps	ED, EEAW board members, PEI, NAAEE, UW Science and Math Institute, others	December

1.4.3. Market use of the new E3 website as a central location to post research articles and reports	E3 Network Coordinator, Admin Assistant, ED, IT specialist	December
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**GOAL 2 Provide leadership to advance the field of environmental and sustainability education including the transition of EEAW to E3 Washington**

**Objective 2.1** Develop an effective and diverse leadership structure to govern and grow the capacity of EEAW and E3 Washington to facilitate implementation of the E3 state, regional and sector plans

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
2.1.1. Further develop the EEAW Board of Directors to support the EEAW strategic/workplan implementation and build funding capacity for EEAW and E3 management	EEAW Executive Committee, EEAW Board, ED	December
2.1.2. Create an E3 Washington Advisory Council comprised of influential education, tribal, business, governmental, environmental and community-based leaders to develop policy recommendations and build funding capacity for the implementation of E3 plans	ED, EEAW board members	April
2.1.3. Convene the E3 Washington Advisory Council once in 2010 and provide regular updates and requests	ED, E3 Advisory Council members	December
2.1.4. Identify and implement strategies to ensure open governance and democratic decision-making within the E3 network including input from, and representation of, E3 sector and regional leaders	ED, E3 Advisory Council, E3 sector and regional leaders	April
2.1.6. Hold a meeting to develop alternative organizational models and steps to evolve EEAW/E3 Washington into a financially sound organization that is successfully achieving its mission	ED, President, Board members, partners, OD specialists	June
2.1.5. Complete the “EEAW to E3 Name Change” mini-plan with steps to vet the proposal with leaders and develop a FAQ sheet	EEAW board members and ED	April
2.1.7. Support the professional development and leadership of the ED and other staff	EEAW board members, ED	December

**Objective 2.2** Implement communications, administrative, legal and logistical strategies to ensure an efficient and seamless transition from EEAW to E3 Washington

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
2.2.1. Convene an ad hoc committee to fully consider and list steps, implications of change, and remedial actions needed to ensure a smooth transition	ED, EEAW board members, advisors	March
2.2.2. Develop a communications strategy to notify members and stakeholders of the transition of EEAW into E3 Washington	ED, E3 Network Coordinator and board committee	February

2.2.3. Consolidate the EEAW and new E3 websites	E3 Network	February
2.2.4. Consult with brand strategist in use of E3 Washington name and tagline in organizational context and develop a branding strategy to launch E3 Washington as organizational leader for ESE in the state	ED, EEAW board members, brand strategist	February
2.2.5. Implement all legal steps including registering new name and renewing documents as needed with IRS, Secretary of State, Department of Licensing, etc. Also revise all internal documents.	ED, EEAW board members, Administrative Assistant	March

**Objective 2.3** Develop and implement annual fundraising plans to support implementation of E3 plans

Activities	Lead/s	Timeline 2010
2.3.1. Secure a grant writer/s (volunteer and/or paid)	ED	March
2.3.2. Develop a 6-month strategy to pursue corporate/foundation/federal grants, sponsorships, memberships and donations	ED, Grantwriter, Exec Committee, EEAW board members	January
2.3.3. Complete a two-year development plan with realistic goals for diversifying income, funding prospects and timelines	ED, Executive Committee, Development consultant	May
2.3.4. Implement the 6-month and 2-year plans (first year)	Grant writer, ED, board	December

**Objective 2.4** Implement the diversity and equity principles and recommendations in the E3 sector and state plans

Activities	Lead/s	Timeline 2010
2.4.1. Develop a diversity plan for EEAW/E3 based on the principles and recommendations of the E3 state and sector plans	EEAW board members, E3 sector and regional leaders, ED	June
2.4.2. Ensure that all leadership bodies of EEAW and E3 Washington are culturally, regionally and professionally diverse and made up of effective members	ED, EEAW board members, E3 sector and regional leaders	December

**GOAL 3 Support the E3 network to implement the five state-level E3 goals and related sector and regional plans and to measure progress and share achievements**

**The five E3 goals include:**

- Get Together: Join schools, campuses, and community resources for student achievement and a sustainable future.
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- Build Support: Garner the funds necessary to provide equitable, adequate coverage and meaning impact of education for sustainable communities.

- Connect Up: Through networking and technology create a system of inclusive and diverse partnerships to achieve education for sustainable communities.

**Objective 3.1** Develop and implement methods to measure progress on the goals of the E3 plan

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
3.1.1. Develop a student projects section on the new E3 website	ED, OSPI ESE Specialist, Stepframe, partners	March
3.1.2. Hire a consultant and convene an E3 Evaluation Design Team to develop a strategy and tools to measure the achievement of the 5 E3 goals, or the development of a comprehensive EE program	ED, EEAW Board Members, E3 Advisory Council members	August
3.1.3. Facilitate training in and deployment of evaluation strategies and “adaptive management” techniques by EEAW/E3 and state and regional leaders and communities of practice.	E3 evaluation consultant, E3 Network Coordinator, ED	December
3.1.4. Incorporate recommendations of the Design Team extending beyond 2010 into a business plan for future fund development, implementation and dissemination.	ED, EEAW Board Members, E3 Advisory Council members	December
3.1.5. Develop an “E3 and Me” personal action tool and design a “We achieve E3” graphic display of progress made towards E3 goals on the new E3 website.	E3 evaluation consultant, Stepframe, ED, E3 Network Coordinator	December
3.1.6. Continue to design and develop new tools and improve the E3 site based on user feedback	E3 Network Coordinator, IT specialist	December
3.1.7. Provide regular maintenance of the E3 site and incorporate updated information on at least a bi-weekly basis on the homepage and state plan sections and the E3 regional and sector pages	IT specialist, E3 Network Coordinator, Admin Assistant, E3 regional and sector community managers	December

**Objective 3.2** Engage E3 Washington regional and sector network leaders and provide them with coordination, technical support and funding

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2010</b>
3.2.1. Establish the roles of E3 regional and sector liaisons and site community managers and load all related information-documents on the new E3 site	ED, EEAW board members	February
3.2.2. Hire an E3 Network Coordinator to facilitate communication with and progress among E3 sector and regional communities of practice	ED, EEAW board members, volunteers	July
3.2.3. Conduct quarterly phone calls with regional and sector E3 leaders	ED, EEAW board, E3 Advisory Council	December
3.2.4. Fundraise in order to provide pass-through funding, technical support, travel support and other services needed for optimal performance by E3 sector and regional leaders	ED, EEAW board, E3 Advisory Council	December

**Objective 3.3** Develop and implement a communications and marketing plan to promote and sustain E3 Washington

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2009</b>
3.3.1. Develop an internal and external Communications Plan and promo materials for E3 launch	ED, EEAW Board Member Robinson, other EEAW board members and partners	January
3.3.2. Use the E3 website, E3 e-news tool, list serve and other social media (Facebook, LinkedIn, etc.) to spread the news about the E3 site rapidly and broadly	ED, E3 Network Coordinator, EEAW board members	February
3.3.3. In coordination with E3 co-chairs, hold a media event and/or coordinate letter to editor and distribution and follow up with press releases	ED, EEAW Board Member Robinson, other EEAW board members and partners	May
3.3.4. Fully implement the communications plan	Communications lead, ED, writer, graphic artist	December
3.3.5. Conduct ongoing promotion of E3 and ESE partners throughout Washington through the E3 site and other social media outlets, as well as conventional media outlets (newspapers, radio and television).	ED, IT specialist, E3 Network Coordinator, EEAW board member, E3 Advisory Council	December

**Objective 3.4** Share and celebrate the achievements of E3 Washington

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2009</b>
3.4.1. Convene an ad hoc committee to develop creative and effective methods of wide-spread promotion of achievements	EEAW board members, ED	April
3.4.2. Provide a monthly e-newsletter of E3 related progress across sectors, regions and partners	E3 Network Coordinator, Admin Assistant, ED	December
3.4.3. Utilize meetings, conferences and other gatherings to provide updates in person	ED, EEAW board, E3 Advisory Council	December
3.4.4. Make available on E3 site downloadable, replicable, “play and plug” E3 planning, evaluation, adaptive plan management and social media tools	E3 Network Coordinator, Admin Assistant, ED	December

**GOAL 4** Lead statewide advocacy for environmental and sustainability education including promoting funding mechanisms to leverage public and private support for implementation of the E3 Plan

**Objective 4.1** Convene and coordinate an E3 Washington Advocacy Coalition

<b>Activities</b>	<b>Lead/s</b>	<b>Timeline 2009</b>
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4.1.1 Work with partners to hold “lobby day” in Olympia to thank legislators for support of NCLI and E3 Washington	ED, EEAW board members and key partners (Sierra Club, NCI, Islandwood, OPI, NWF, WPZ, PEI, etc.)	February
4.1.2. Convene an ESE Advocacy meeting to identify priorities for ESE community in next 1-3 years. From this meeting launch the E3 Washington Advocacy Coalition.	ED, EEAW board members and key partners (Sierra Club, NCI, Islandwood, OPI, NWF, WPZ, PEI, etc.)	March

**Objective 4.2** Conduct policy and funding research to inform legislative strategies

Activities	Lead/s	Timeline 2010
4.2.1. Research policy approaches in other states for strengthening ESE programs		
4.2.2. Map all avenues for strengthening ESE in Washington state agencies and budgets and the governors budget and prioritize coalition actions		

**Objective 4.3** Develop and coordinate legislative strategies with coalition partners

Activities	Lead/s	Timeline 2010
4.3.1. Develop a three-year E3 campaign plan to achieve, fund and improve a program to support E3 implementation, including legislative support	ED, EEAW board members, E3 leaders, government affairs consultant, communications expert	May
4.3.2. Draft E3 Washington legislation	Government affairs consultant, ED and EEAW board members and partners	May
4.3.3. Vet drafts of legislation developed with core E3 leaders (regional, sector, steering committee, Governors offices, etc.) and revise based on comments	ED and government affairs specialist	July
3.2.4. Circulate draft of legislation to key legislators and seek sponsors.	Government affairs consultant and ED	August
3.3.5. Prepare legislation and organize a coalition for 2011 session; engage the E3 network to support the legislation	Government affairs consultant	December

**Work Plan Parking Lot**

Update the administrative policies and procedures manuals and orient all on board and staff to the new documents.	Board and ED	December
Update the employee handbook	Treasurer and ED	December
Continue to update EEAW bylaws as needed	Board President and Secretary	December

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