



## **DRAFT Washington Green Schools Operating Plan December 14, 2009**

### **I. Introduction**

Washington Green Schools (WAGS) is a web-based program that offers resources and tools for schools to create a culture of environmental responsibility. The program involves students, teachers, staff members and parents in taking action to reduce their schools' environmental footprints. Although the program just launched statewide in August of this year, WAGS is currently being used by 68 schools from 16 counties and 38 school districts across the state.

The goal of Washington Green Schools is to provide all Washington state K-12 public and private schools with the resources and structure to advance resource conservation and environmental stewardship in schools. As they move through the five program levels, participants make assessments, take action and receive certification in the categories of Energy Efficiency, Recycling & Waste Reduction, Toxics Reduction & Indoor Air Quality, Transportation & Outdoor Air Quality, and Water Quality & Conservation.

### **Background**

In October 2005, a group of solid waste agency educators formed a Steering Team that met for three years to create the program content and requirements. In addition, advisors and representatives from other agencies contributed expertise, and a one-year pilot phase commenced in early 2008. The pilot consisted of two phases: phase I ran between March and June, 2008 and included six schools. The second phase was conducted between September and December of 2008 and included ten schools. Pilot schools were selected based on geographic location across the state, grade level, demographics, and other selection criteria. The program was launched to all Washington Schools in August of 2009.

### **Transition**

As a result of extensive discussions between July and November of 2009, the Steering Team determined that it would be in the best interest of WAGS to become a program within a non-profit organization. In addition, they determined that the organization that would be the best fit for WAGS is the Environmental Education Association of Washington (EEAW). The strong ties between EEAW and the Office of the Superintendent for Public Instruction provide a compelling reason in support of developing a partnership with EEAW as the link with OSPI will help achieving the vision of WAGS.

### **Scope and Purpose**

The purpose of this plan is:

1. To provide an overview of Washington Green Schools to partners and advisors.
2. To guide the growth and development of the WAGS program.



Please note: Due to the fact that WAGS will be moving into a new organization, the scope of this plan is limited.



## II. Program Overview

### Mission and Vision

The **mission** of WAGS is to provide Washington school communities with tools and support to:

- Integrate a focus on environmental sustainability both inside and outside the classroom.
- Take action that results in environmentally responsible facilities.

The **vision** of WAGS is that all Washington schools:

- Practice resource conservation and protection and toxics reduction.
- Provide a climate where students are engaged as environmental stewards.

### Goals

The following benchmarks for Washington Green Schools Program are from the WAGS marketing plan.

#### ***Initial benchmarks***

- School Recruitment: 50 new schools by December 2010:
  - + 15 by June 2009
  - + 10 by December 2009
  - + 15 by June 2010
  - + 10 by December 2010
- School Achievement: At least 15 participating schools complete Recycling and Waste Reduction/ Toxics Assessment
  - + 20 schools achieve Level 1 by end of 2010
  - + All Pilot school achieve Level 1 by end of 2009
- Summit: 200 attendees at first WAGS summit in 2011
- Increased public awareness of program
- Self-sustaining program structure has been established by December 2010

#### ***Long-term benchmarks***

- Washington Green Schools participation is geographically widespread and implemented across a diverse number of school types
- Participating schools represent rural, urban, suburban, as well as socially and culturally diverse communities
- Schools adopt permanent green practices and standards resulting from the successes achieved through WAGS Standards
  - 50 schools achieve Level 5 status by 2015
- Saturation of program awareness: through evaluation methods, determine that all schools, educators and administrators are aware of program requirements and components

### **Future Initiatives**

WAGS leadership has identified a number of initiatives that will enhance the program and potentially be of interest to funders. These future initiatives include the development of:

- A Green Schools Summit for schools to celebrate success and share best practices.
- A district-wide program, where entire school districts could be certified as WAGS.
- Two new categories: Food and Sense of Place.
- A “calculator” to measure impacts each category.

### **Program Strengths**

- Statewide program, open to K-12 schools in the state; strong website base.
- Diverse group of stakeholders and supporters from across the state with a vested interest in the program’s success.
- Currently has state funding (Washington Dept. of Ecology grant).
- Detailed assessments and opportunities for students to make change in their own environments; opportunities to link to existing curricula and programs.
- Current Steering Team, which includes agencies representatives from across the state, offers expertise to advance the program.
- Program ties in with national and regional green job training initiatives.
- Teacher involvement and excitement:
  - As of December 2009, there are 68 schools, 38 school districts, and 16 counties participating in the program.

- Testimonials:
  - “I’m monumentally excited. This is not a burden. Even without the recognition rewards we are being given so many resources to make a change. This is great!”*
  - Ira Siebert, Everett School District 5<sup>th</sup> grade teacher

*“We’re the leaders we’ve been waiting for – we’re the ones to do this. We’re the Environment and Sustainability requirements. It’s educational reform!”*

- Dave Ketter, Sequim High School teacher

### **Critical Factors in the Success WAGS**

- Identifying a stable, credible, organization with a statewide presence that will serve as an administrative home and secure funding for the program.
- Tying the program to OSPI learning standards and other state and district-level initiatives to further school participation and success with the program.
- Developing partnerships with agencies that can support schools and ensure their success with the program.
- Continuing to improve program quality and relevancy.
- Maintaining and growing the program’s online presence and network.



### **III. WAGS Program Content and Services**

Through its website, Washington Green Schools provides schools with a variety of resources to successfully implement sustainable practices. The program was designed for schools to self-administer with a minimum amount of support from WAGS staff.

#### **Program Content and Resources**

Resources available on the website include:

- Resources in five categories for assessment including assessment guides and educator guides.
  - Energy Efficiency
  - Recycling and Waste Reduction
  - Toxics and Indoor Air Quality
  - Transportation and Outdoor Air Quality
  - Water Quality and Conservation
- Program Tools for Teachers and Green Teams
  - Assessment Guides
  - Educator Guides
  - Promotional PowerPoint presentation
  - District Tip Sheet –“Top Ten Ways Districts Can Help Schools Become Washington Green Schools.”
  - Links to numerous other general and category specific resources.

#### **Services for Schools**

In addition to the resources on the website, the program provides the following services to schools and their partners:

- Trainings on key aspects of program implementation in schools.
- Email support from the program administrator in the form of answers to questions and encouragement.
- Recognition for participating schools via media outreach, flags, and certificates.

### **IV. Program Administration**

#### **Administrative Home**

Washington Green Schools is a virtual organization, currently housed within Clark County, with ST members from multiple agencies and organizations around the state working on the program as part of their job responsibilities. These contributions of time are included as in-kind revenue in the grant budget. A Clark County employee administers grant funding from the Department of Ecology.

#### **Current Staffing**

Marcia Rutan Seattle Public Utility

- Co-leader of the steering team, lead document editor, provides overall program support

Erin Rowland Clark County Solid Waste



- Co-leader of the steering team, contract manager, and assistance with long-term program development

Ann Murphy, Spokane Regional Solid Waste System

- Operational Plan Lead and overall program support

Colleen Uerab, Thurston County Solid Waste

- Website Lead and program assistance

Marty Fortin Jr. Association of Washington School Principals Director of Outdoor Learning Centers

- Teacher workshop lead and liaison with OSPI

Shannon McClelland, Waste 2 Resources Program, Wa Department of Ecology

- Program Content Development Lead and support with long term planning

### **Consultant Team**

The consultant team is in a transition. For the initial two and a half years (2007-mid 2009), O'Brien and Company took the lead on the program development and administered the pilot program; they are currently the prime contract holder. Web Key developed and maintains the website. Cascadia Consulting developed the Educator Guides and assisted with Teacher Training. PRR developed the program logo, assisted in the development of the marketing plan, and did graphic design. Sound Footprint currently serves as the program administrator and developed the agenda and materials for the Teacher Trainings. They also delivered the first two Teacher Trainings and provide guidance to the Steering Team in the long term planning process.

### **Proposed Staffing**

The functions of WAGS' staff will include:

1. Fiscal management
2. Fundraising/Development
3. Marketing and partner relations
4. School outreach (training, communication and school assistance)
5. Program development
6. Web maintenance and development

The Washington Green Schools program would benefit from a full-time staff person dedicated to numbers 3-5 above. This assumes that the ED and/or other staff or board members of the new host organization will oversee the program and fulfill the fiscal and fundraising responsibilities. Sound Footprint recommends that an outside consultant be used for the website development and maintenance.

### **Steering Team Role**

In the long term planning process, ST members have been considering their future involvement with WAGS. Potential future involvement includes the formation of a WAGS Advisory committee or WAGS individuals joining the Board of Directors of the host organization. Other ST members may choose to continue to be involved representatives of partner organizations.

- Colleen Uerab would like to continue with planning and implementation, supported by her supervisor.



- Ann Murphy would like to continue to be involved with WAGS for a couple more years until her retirement.
- Erin Rowland would like to continue for a couple of more years. Clark County, her employer, is very supportive.
- Marcia Rutan will continue to be involved through 2010. Role may need to be reduced after that, but will continue to support Seattle School participation.
- Marty Fortin might be available to assist with grant writing, program promoter, and provide clock hours for teacher workshops.

**Financials**

**Grant Cycles (2007/2008 and 2009/2010)**

For the first two years of the program, Washington Green Schools was under development and then in a pilot phase during the first six months of the third year. The final year and a half involved the launch and administration of the “live” program. Grants from the Department of Ecology, matching funds from Clark County, and in-kind donations of time funded the project. The following financial report represents this intensive period of pilot, development, and launch. Numbers are approximate:

	<b>2007 - 2008 Program Development &amp; Administration of Pilot Phase I</b>	<b>2009 - 2010 Administration of Pilot Phase II, Content Development &amp; Launch/Live Program Administration</b>
Project Management	\$14,000	\$28,000
Website Development & Support	\$31,500	\$27,600
Brand Development Marketing Plan	\$27,500	\$10,000
Pilot School Recruitment and Coordination	\$17,000	\$6,400
School outreach (Teacher Training, program launch and administration)		\$32,000
Content Development		\$15,000
Long Term Planning	\$2,500	\$10,000
Summit Planning	\$2,500	\$16,000 **
SPU (Marcia’s time)		\$35,000
Purchase of Green Schools Flags and discretionary funds		\$7,500
<b>Grant Subtotal</b>	<b>\$95,000</b>	<b>\$187,500</b>
IN-KIND estimation - cost of ST staff time donation (1.8 FTE)	\$100,000	\$125,000
In-Kind Donation for Program Content		\$10,000
<b>Total of grant funding plus In-</b>	<b>\$195,000</b>	<b>\$325,500</b>



kind donations of Steering Team time		
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\*\* This money is in the process of being redistributed into other program tasks.

**Proposed Operational Budget (2011 and beyond)**

Following is an estimated, draft budget for the future program based on the assumption that the program is housed within an existing organization. These budget projections also reflect the transition of the program from the intensive development and pilot phase to implementation. This budget does not include shared overhead expenses and assumes that future WAGS staff will work within existing offices. The final budget will depend on program decisions made by the new host organization, as well as the experience level of the new WAGS staff member.

Budget Item	Amount
Salaries and Benefits (1 FTE) plus support from ED and other staff (includes salary, benefits, professional development)	\$37,500 - \$60,000
Website Maintenance and Development (depending on scope of website modifications)	\$6,000 - \$20,000
Marketing and Program Outreach (printing, brochures, travel, etc.)	\$2,500
Materials and Equipment	\$1,000
<b>Total</b>	<b>\$47,000 - \$83,500</b>

**Fundraising/Development**

Washington Green Schools is in an excellent position to fundraise for the expansion and growth of the program. Initiatives such as a Green Schools Summit, a district-level program, and curriculum alignment are examples of projects that should be attractive to funders. A few Steering Team members have experience with grant writing and are willing and able to help write future grants. Several WAGS volunteers may be available to help with grant writing as well.

The following foundations have been identified as good matches for Washington Green Schools:

- The Seattle Foundation
- Social Venture Partners
- Washington Women’s Foundation
- Laird Norton Foundation
- Norcliffe Family Foundation
- McKinstry Charitable Foundation



Please see the Appendix for more detailed information on several foundations, agencies, and corporations that could potentially provide funding to Washington Green Schools.

## **V. Marketing**

The Washington Green Schools Team has done an excellent job of marketing the program, especially in Western Washington. **Please see the marketing plan for detailed information.**

### **Marketing Materials**

- Website and its resources
- ½ sheet brochure
- Flags and certificates
- PowerPoint presentations: one introductory, one promotional
- WAGS logo, letterhead, and template
- District Tip Sheet

### **Competitive Comparison and Market**

The following organizations also provide some resources and information for green schools. Washington Green Schools has been working with all of them to identify areas of collaboration.

**Please see the attached document for a detailed comparison amongst programs.**

### **Conclusion**

The Washington Green Schools program is poised to lead all schools in Washington State to practice resource conservation and toxics reduction and provide opportunities for students to engage as environmental stewards. The future success of the program is dependent on a transition to an organizational home that can provide stable funding and high-quality staff. With this foundation, Washington Green Schools can continue to build a network of enthusiastic educators, refine program content, and become a powerful presence in every school across the state.

## Appendix

WAGS Funding Resources

\* = hot prospect

October 2009

*In addition to seeking funding from grants and corporate sponsorships, we recommend that WAGS develop a **fundraising plan** and which includes raising a significant percentage of the budget from individual donations and/or membership.*

### Potential Foundation, Corporate, and Agency Funding Sources

Foundation	Funding Cycle	Notes
*The Seattle Foundation <a href="http://www.seattlefoundation.org">www.seattlefoundation.org</a>	Contact them before submitting an application.	<ul style="list-style-type: none"> <li>• WAGS fits in their Healthy Community Framework.</li> <li>• Typically fund in King County</li> <li>• 2008 funding for Environment between \$7.5k and \$75k.</li> <li>• Funded Friends of the Hidden River, Earthcorps, Islandwood</li> </ul>
*Social Venture Partners <a href="http://www.svpseattle.org">www.svpseattle.org</a>	Letter of Inquiry for Environment funding area due 2/1/2010	<ul style="list-style-type: none"> <li>• Helps organizations develop organizational capacity</li> <li>• Has focus areas in environment and education</li> <li>• King County non-profits are eligible</li> </ul>
*Washington Women's Foundation <a href="http://www.wawomensfoundation.org">www.wawomensfoundation.org</a>	Letter of Inquiry due 11/30/2009	<ul style="list-style-type: none"> <li>• Has an environment focus area.</li> <li>• Past Grantees include PCC Farmland Trust and Cascade Land Conservancy</li> </ul>
*Laird Norton Foundation	Need to contact staff to learn more about process.	<ul style="list-style-type: none"> <li>• Has Climate Change (Energy Efficiency) and Watershed Stewardship focus areas</li> <li>• Cascadia Green Building Council and Sightline Institute are past grantees.</li> </ul>
*Norcliffe Family Foundation	Accepts proposals year round	<ul style="list-style-type: none"> <li>• Has an environment focus area</li> <li>• Will provide "start up" and operating funds.</li> </ul>
Russell Family Foundation <a href="http://www.trff.org">www.trff.org</a>	Due in January, results in May	<ul style="list-style-type: none"> <li>• 2007 grants for Environmental Education were between \$3k and \$380k. 25 grants awarded in 2007</li> <li>• Focus on education about sustainability. Specific focus on waters of Puget Sound.</li> </ul>

The Bullitt Foundation <a href="http://www.bullitt.org">www.bullitt.org</a>	Complete inquiry form	<ul style="list-style-type: none"> <li>• 147 grants in 2008, 57 so far in 2009</li> <li>• Grants up to \$200k avg. approximately \$20k</li> <li>• Typically fund high return investments, focus on major cities in Puget Sound. Have funded Sightline, Food Alliance, Cascade Land Conservancy, Friends of the San Juans</li> </ul>
MJ Murdock Charitable Trust	Need to submit a letter of inquiry	<ul style="list-style-type: none"> <li>• Typically funds a few organizations.</li> <li>• One area is Education.</li> </ul>

Corporations	Funding Cycle	Notes
Starbucks Foundation	Contact employee to learn more about process.	<ul style="list-style-type: none"> <li>• Has five current program areas.</li> <li>• Sound Footprint has a connection that may be helpful.</li> </ul>
Boeing Charitable Trust	Contact employee to learn more about process.	<ul style="list-style-type: none"> <li>• Supports Environment and Civic which fit with WAGS.</li> <li>• \$15m per year to Northwest region.</li> </ul>
*McKinstry Charitable Foundation <a href="http://www.mckinstry.com">www.mckinstry.com</a>	Contact employee to learn more about process.	<ul style="list-style-type: none"> <li>• Design, Build, Operate Maintain firm with charitable arm.</li> <li>• Fund projects related to children and education.</li> </ul>
Agencies	Funding Cycle	Notes
US EPA <a href="http://www.epa.gov/enviroed/grants.html">www.epa.gov/enviroed/grants.html</a>	Deadline December 15, 2009	<ul style="list-style-type: none"> <li>• A few partner organizations has written WAGS support into their applications.</li> </ul>
US Green Building Council <a href="http://www.usgbc.org">www.usgbc.org</a>		<ul style="list-style-type: none"> <li>• Excellence in Green Building Education Grants; check website in 2010.</li> </ul>
Washington Department of Ecology <a href="http://www.ecy.wa.gov/programs/swfa/grants/ppg.html">www.ecy.wa.gov/programs/swfa/grants/ppg.html</a>		<ul style="list-style-type: none"> <li>• Public Participation grants have provided past and current funding to Washington Green Schools</li> </ul>
OSPI <a href="http://www.k12.wa.us/curriculumInstruction/EnvironmentSustainability/Grants.aspx">www.k12.wa.us/curriculumInstruction/EnvironmentSustainability/Grants.aspx</a>		<ul style="list-style-type: none"> <li>• Environmental Education Partnership Grants</li> <li>• Last Awards listed are 2007-2008</li> </ul>

**Not the best fit at this time**

Kongsgaard- Goldman Foundation www.kongsgaard-goldman.org		<ul style="list-style-type: none"> <li>• In the process of reevaluating funding.</li> </ul>
The Brainerd Foundation www.brainerd.org		<ul style="list-style-type: none"> <li>• Sent email to see if eligible - says no environmental ed.</li> </ul>
The Lazar Foundation		<ul style="list-style-type: none"> <li>• Sent email to see if eligible - said no environmental ed.</li> </ul>
Wiberforce Foundation		<ul style="list-style-type: none"> <li>• Focus is on protection and conservation of wildlands</li> </ul>

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