

The Partnership Project

The Partnership for a Green City

Six-Month Report

Sponsored by:
University of Louisville
Jefferson County Public Schools
Louisville Metro Government

Spring 2005
Table of Contents

I. Cover.Letter	2
II. Organization.	3
III. Interagency Coordinating Committee	3
IV. Waste Management Committee	4
V. Buy Green Purchasing Committee.	6
VI. Energy Committee	8
VII. Environmental Education Committee.	10
VIII. Outdoor Classroom Committee.	12
IX. Environmental Health Committee	14
X. Future Directions.	14

Appendices

A. Grants Received and Pending for the Partnership.	16
B. Project Participants	17
C. Project Management Evaluation and Management Plan .	19
D. Chronology of Meetings.	33

To Partnership Committee Members, Constituents and Interested Parties:

This is a report of what has been achieved in the six months since the beginning of the Partnership for a Green City in the August 2004. The Steering Committee is

delighted to share the progress its working committees have made. Progress in large organizations is often made at a snail's pace. Over the past six months remarkable, concrete progress has been made within each of our organizations to improve our operating efficiencies while protecting our environment. Many of you can take pride in the fact that you have made major contributions to the accomplishments to date.

The Partnership has enabled and encouraged a new focus on local environmental issues and the impact our facilities management and other actions have on our surroundings. It is an excellent model of local partnerships that is already being modeled by other cities in our state and elsewhere.

In this era of partnerships, few have been formed that are so bold and include such ambitious goals among such huge bureaucracies as this one. The potential payoffs of this project are themselves huge: fitness and satisfaction among our citizens; a city where young people choose to make their homes and raise their families; a desirable location for companies that use a quality-of-life yardstick when they decide on a site for corporate headquarters, and cost savings to taxpayers as conservation measures become implemented and joint contractual savings realized.

The Partnership would not have been possible without funding provided by the US Department of Education through Murray State University.

Partnership for a Green City Steering Committee:

Bonnie Biemer
Louisville Metro Government

David Wicks
Jefferson County Public Schools

Allan Dittmer
University of Louisville

Russell Barnett
University of Louisville

Partnership for a Green City: Six Month Report

Organization

The project was implemented through subcommittees working on tasks identified in The Partnership Project: The Partnership for a Green City Report prepared in the Fall of 2004. The Report made 10 major project recommendations. In order to implement the recommendations, a Steering Committee composed of representatives from each of the partnering organizations was established to provide overall project guidance. The Steering Committee organized and established the following working committees:

- Interagency Coordinating Committee
- Waste Management
- Buy Green Purchasing
- Energy
- Environmental Education
- Outdoor Classrooms

The Program has received \$375,450 and an additional \$455,000 pending final agreements

Additional committees (Environmental Principles, Environmental Health, Green Issues Orientation) will be organized and initiated in the next six months. Each of the committees are chaired or co-chaired by programmatic managers and staff from the partnering organizations. Over the past six months there have been over 100 meetings of these committees to work on implementing project recommendations. Appendix D is a compilation of the various meetings and activities conducted pursuant to this project.

Interagency Coordinating Committee

An Interagency Coordinating Committee was established to integrate the Partnership for a Green City project with other Louisville Metro Government, University, and School District collaborative projects. Members are Dan Hall, Debra Wilson, Jane Charmoli, and Carol Butler. There are a wide variety of collaborative projects between the three partners that are ongoing. To improve this collaboration, each of the partners has identified staff with the mission of facilitating existing, and encouraging new joint projects. The Committee met in February 2005 to learn about the Partnership for a Green City and to make recommendations on activities that the Partnership should take to improve management and communication.

One of the recommendations of the Committee was to improve communication from committees and their participants, to upper managers, and to individuals and institutions outside of the three partners. Ongoing efforts are being made to address these recommendations. In March 2005, the Committee chairs, Interagency Committee

members, and the Steering Committee met to discuss committee progress, project management recommendations, and overall directions for the Project. The meeting provided for the first time an opportunity for committee chairs to hear and understand the overall scope of the project and to inform other participants of their project work.

To improve communication within and outside of the Partner organizations, a meeting was held with Public Relations lead staff from each of the partnership organizations. This group is preparing a communication strategy that will be completed within the next two months.

Project management strategy prepared

Consultant Gordon Garner prepared a report with recommendations to improve overall project management (see Appendix C) based on a survey of all project participants and upper managers from the three partners. The report made a number of recommendations to improve management, communication and organization. The Project is working to adopt the recommendations to strengthen project management.

Waste Management Committee (Bob Schindler, Chair)

The committee originally named “Communitywide Recycling Project” has renamed itself, “Waste Management Committee.” The members agreed that the more comprehensive name would acknowledge the group’s ability to address broader issues than simply “recycling”.

At an early meeting of this committee, the three partners discussed their various recycling programs. They established the base line for their work based on what was currently happening. At their first meeting they realized that they were getting different rates from some of the same vendors. An early goal was established to compare their respective recycling contracts and determine whether a joint bid would benefit the Partners. That process is under way with the creation of a spreadsheet for data entry.

This joint purchasing goal will bring together two of the Partnership committees, Waste Management and the Buy Green Committee, which is comprised of purchasing agents for the three entities and which is already working on joint purchasing of office paper.

Meanwhile, an opportunity arose to expand the recycling program at U of L, as well as to assist the system in enhancing its recycling program. The U Student Government vice president, Bill Brammell, approached Metro government with a plan to establish recycling bins in on-campus student dorms

Expanded recycling in UofL dormitories

school of L

to

collect glass and plastics. This would add to the office paper and cardboard recycling already being done at U of L. The obstacle preventing the University from implementing an expanded recycling program was the fact that they had no way to get the collected materials to a recycling center. Metro government, which delivers recycling products to a recycling center on a regular basis in its curbside recycling program in the Urban

Service District, agreed to pick up the additional materials collected at U of L and deliver them at the same time.

The program expansion was announced on America Recycles Day, Nov. 15, during a “Dumpster Dive” at U of L. For the “Dumpster Dive,” Metro Waste Management and Kentucky Pollution Prevention Center staff supervised about a dozen students who sorted weekend trash from two dormitories into piles of waste and recyclables. The piles were weighed and students found that 38% of the trash could have been recycled. This recyclable material was then trucked to the recycling center.

38% of waste generated at UofL could be recycled

Another part of America Recycles Day was a Mayoral proclamation and brief talks by representatives of the partners – Rudy Davidson, Public Works and Services Cabinet Director for Metro government; Michael Mulheirn, JCPS Vice Superintendent for Facilities and Transportation, and Larry Owsley, Vice President of U of L, over facilities. JCPS also announced its recycling audit program, in which pupils were to measure amounts of recycling materials generated by their schools compared with the amount of trash. They were to work to maximize the recycling and minimize the trash. The campaign was to feature a cartoon character, “Humpty Dumpster.” Awards were to be given for high performing schools at Earth Day in April.

Figure 1. Dumpster Dive Results, UofL (11/15/04)

MATERIAL	WEIGHT (lbs.)	PERCENT*	
Mixed Paper	23.7	2.8%	
Newspaper	70.9	8.4%	
Cardboard	85.0	10%	
Aluminum Cans	11.6	1.4%	
Mixed Plastic Bottles	70.6	8.3%	
Glass	51.9	6.1%	
Steel Cans	15.1	1.8%	
	524.4	61.8%	
Total Recyclables:	323.8	38.2%	
Total Trash	524.4	61.8%	
Total Waste Stream	848.2	100%	*rounded off

Another initiative supported by the recycling committee was to survey all JCPS Schools. Four years ago as a result of a Waste audit done by the Jefferson County Office of Waste Management and the Kentucky Pollution Prevention Center, JCPS began mandatory paper recycling in all of its schools. As a result of the earlier audit, the district is annually saving over \$250,000 dollars in avoided waste management costs. The recent survey done in the form of self-audit, allowed schools to measure their increase in recycling over the past 6 months. Forty schools will be receiving recognition and a full sized earth flag that they will be able to fly on their flag pole.

Buy Green Purchasing Committee (Don Speer, Chair)

One of the first tasks of this committee was coming up with a list of common definitions. The supporting staff from the Kentucky Pollution Prevention Center accomplished this task, referring to EPA glossaries and publications, as well as Kentucky Administrative Regulations.

The members then approved a statement of **mission and objectives**. They agreed to:

1. Inventory current purchasing practices and policies
2. Develop “buy green” policies and procedures (as well as potential green products and services lists) that all three partners can use
3. Conduct training of purchasing staff with each partner to acquaint them with the importance of green purchasing and using green products and services lists, and to communicate new purchasing policies
4. Measure and monitor increases in green products and services’ use and reductions in costs
5. Communicate “buy green” successes to employees, students and the community
6. Conduct green product testing and specification development as needed

The group agreed to make white copy paper their first project, first making an inventory of purchasing practices and policies. Then, they would establish baseline data and develop a policy statement. Along the way, they planned to provide an employee awareness program. They felt an interagency agreement of some sort would be needed for the joint purchasing. They would be developing contract language and bid specifications, solicit a Request for Proposals and award a contract. Also they would provide implementation training, and measure and monitor the program.

The Partners use over 445,000 reams of white paper annually, equivalent to 1 tractor trailer load a week, or 26,000 pulp trees.

In working on the white copy paper program, the committee counted reams of paper used for a year. Metro used 7,780 reams of recycled-content paper, and 29,770 reams of virgin paper. JCPS used 290,000 reams of virgin paper, and U of L used 117,600 reams of 8 ½ x 11 recycled paper. They estimated that a contract to supply all these needs would total about \$1 million.

The group discovered that JCPS ordered virgin paper because it owns 1,057 copiers many of which are old and do not use recycled paper easily, where the other two partners lease generally new copiers. The committee designed a pilot study for JCPS to find the number of machine service calls in each of four schools. It may also

pursue contacting the manufacturers of the copy machines for specifications on using recycled-content paper.

A joint RFP for recycled white paper will be issued this summer

The committee held a meeting of suppliers (paper vendors and manufacturers) on March 10, 2005, at Shelby Campus, to discuss the Partnership and the proposed joint bidding. There were 17 vendors and manufacturers present. The group then planned two future meetings: one with purchasing directors and paper purchasers on preparing detailed specifications for the bid, the other with the directors and a legal advisor from each Partner to examine combining boilerplate language for the joint purchase.

At the first meeting of the committee, in discussing existing contracts that are in place to purchase office supplies the partners learned that the University and JCPS were able to negotiate price discounts with their suppliers. Metro government, even though they had a contract with an identical supplier, has not been receiving discounts. The purchasing directors noted that as contracts come up for renewal, that there may be an economic advantage in obtaining a joint contract with increased discounts. Metro government can use the information about price discounts that the other two partners are receiving, to include price discounts in any future contract.

Consolidated contracts for office supplies could save each partner 5-10%

price

The Partners are exploring the use of green janitorial chemicals, energy efficient materials, and biobased products.

Another project for which an EPA grant is being sought involves green custodial products. If awarded the grant, the committee would hold a vendor fair; do field tests and vendor selection, and prepare a training CD for janitorial staff of the Partners. To date, custodial contacts have been identified.

The group is also planning to coordinate a half-day workshop on procurement of bio-based products and Energy Star products. It would feature speakers from the U.S. Department of Agriculture and the Defense Logistics Agency on current bio-based preferred procurement programs. Representatives of the Federal Emergency Management Program and Department of Energy's Energy Star Program will speak on energy efficient products.

Energy Committee (Mike Mulheirn, Cam Metcalf, co-chairs)

The Energy Use Partnership (EUP) was formed to use proven strategies to reduce energy use that result in budget savings and a larger level of

The Partners spend over \$34 million annually on energy, and energy costs are rising 5-8% annually.

environmental stewardship; to attract more project funding for Energy Efficient (E2) projects and training; and to create a forum to share ideas and experiences. Together, Metro Government, U of L, and JCPS occupy more than 500 buildings. Their combined energy costs are nearly \$34 million annually. Each organization has pursued energy efficiency (E2) strategies in the past, however, EUP is adding an on-going mechanism for knowledge exchange and demonstration of proven E2 methods and technologies.

The EUP has met six times since the Partnership for a Green City was made public in August 2004 with a growing level of participation at each meeting. At its last meeting, there were 25 people in attendance. Within the first two months, the EUP established eight goals for improving the energy and environmental performance at the three institutions. The following listing of those goals also outlines the accomplishments to date.

- 1 - Develop proposals for funding of energy efficiency projects/energy education programs. The EUP partners have collaborated on the following proposals.
- 2 - Identify a standardized electronic format for utility data to better track energy usage in buildings
- 3 - Perform E2 audits at all organizations
- 4 - Identify and highlight successful energy programs
- 5 - Develop E2 technology training for facilities personnel
- 6 - Promote alternative financing mechanisms, such as energy savings performance contracting
- 7 - Develop E2 awareness training programs for all three Green City Partners by 2006
- 8 - Work with engineering firms to incorporate E2 language into new building specifications

The Partners have obtained in the first six months, \$125,450 in grants from the US Environmental Protection Agency and the Kentucky Department of Energy. In addition the Partners have obtained an earmark in the Federal FY2005 budget of \$400,000 from the US Department of Energy. Identical earmarks have been requested for FY06 and 07. An additional \$63,000 in funding requests are pending.

Electronic billing will consolidate over 600 individual printed statements into a spreadsheet—saving time and money

Louisville Gas & Electric (LG&E) is working with the Partners to provide utility data electronically to eliminate the manual entry that is currently required to track utility data. Partners are currently evaluating several data bills.

Changing how our employees and students use energy could result in savings of 10-15%, or \$3-4 million dollars

options for energy accounting databases. The goal is to purchase a common database that will be used by each partner. The next stage is to establish baselines with which to measure energy savings initiatives and projects.

The EUP is in the process of collecting baseline energy usage data from buildings occupied by Metro Louisville, JCPS and U of L. Energy audit training for students from U of L's J.B. Speed School of Engineering, the J. Graham Brown School and Waggener High School was completed in mid-March, and energy audits for 10 buildings were scheduled for March 14-31. The buildings selected include three classroom buildings at U of L, four JCPS buildings, Louisville Metro Hall and the Metro Hall Annex as well as the Fiscal Court Building. Utility billing, heating/cooling systems, lighting, office equipment and the building envelope for each facility will be assessed. Reports on energy usage and recommended new energy efficiency opportunities identified in these buildings will be completed by June 30th. Each of the 10 energy audits being performed will generate energy use baselines and identify energy efficiency opportunities for these buildings. The lists of existing equipment and recommendations for potential E2 projects in audit reports will be accompanied by information about alternative financing such as energy savings performance contracts (ESPC).

The group has shared cumulative experiences for energy management improvements for the three organizations. In addition, the group has invited guest speakers to provide energy information that is pertinent to EUP. John Davies, Director of the KY Division of Energy presented information about USEPA's Energy Star Program, a national program which recognizes achievements in energy management. At the February 23rd meeting, Karen Reagor, Director of the Kentucky NEED Program, Lee Ann Nickerson, JCPS Science Specialist, Amy Lowen, and Theresa Mattaei, Louisville Science Center talked about an energy curriculum that could be used in JCPS schools. Funds have yet to be identified for implementation.

Energy audits conducted by students and joint training on energy management will save energy and money for each of the Partners

With the Energy Efficiency and Biobased Products Outreach and Demonstration funding, a three-day seminar will be delivered on energy management for interested personnel from the three organizations. The seminar will be delivered in late May by Dr. Wayne Turner, professor at Oklahoma State University and nationally known energy management consultant. This funding is also being used by the Green City's Green Purchasing Committee (GPC) to coordinate a half-day workshop in early June on the procurement of energy efficiency (Energy Star) and biobased products.

EUP members held a two-hour meeting with representatives of AMEC Earth and Environmental to hear a presentation about the Leadership in Energy and Environmental Design (LEED) program. The LEED program awards recognition for energy efficient buildings and provides a set of guidelines for the construction of "green buildings." This meeting was attended by over 20 participants, including most of the top facilities personnel from the three organizations.

Environmental Education Committee (Robert Felner, Jacque Austin, co-chairs)

. The committee met four times and had presentations on: Meyzeek Middle School: A principal's perspective; Energy Education, The new environmental exhibit "The world around us": at the Louisville Science Center, Geography and Geosciences, The Air Pollution Control Board and Professional Development.

During the organizational stage, the committee worked with U of L to establish a faculty position in the Department of Teaching and Learning. The position was approved by the School and the University Provost and a search committee was formed with Dr. Allan Dittmer as chair. The position was advertised in the Chronicle of Higher Education in late January 2005 and interviews conducted in March. A recommended candidate be presented to the Dean for his consideration in April. The new faculty member will focus on Environmental Education Research, and, in addition will teach undergraduate and graduate courses.

A tenure track and a term faculty position for environmental education are being developed in the College of Education and Human Development at UofL

in
will

A second joint faculty position description between U of L and Metro Government for a term has been developed. The position will coordinate Metro Government agencies environmental education programs for schools and community. The faculty member will conduct evaluations of all programs, then work to improve the quality and quantity of EE initiatives.

Six of the seven tasks assigned to the committee by the Partnership's initial work will have to wait until the two faculty positions are filled. It is estimated that tasks 1) adoption of environmental education standards, 2) seeking an environmental education endorsement 5) infusing environmental education into the pre-service curriculum and 7) Environmental Education research will have to wait until the faculty member in the Teaching and Learning Department has been hired. The task number 3) Curriculum alignment with Metro agencies and JCPS curriculum and 6) creating a position for a school-based environmental leader, await filling and funding of the joint faculty position between Metro Government and U of L.

Professional Development in environmental education are being developed by the Partners for JCPS for the 2005/06 school year.

During this interim period, the committee chose focus on professional development for teachers;

Comprehensive Professional Development schedule under preparation by the Partners

to

recommendation # 6. The Partnership for a Green City is going to sponsor yearlong series of environmental workshops that are tightly aligned with KDE's Core Content for Assessment and the JCPS curriculum and assessment maps. It is the committee's goal to have 70 workshops offered, over the 2005/06 school year. A booklet will be developed and distributed to all 6100 JCPS teachers and to the 3000 plus private and parochial teachers. The workshops will focus on environmental content, teaching strategies, and curriculum. Some of the sponsors of workshops are: the Jefferson County Air Pollution Control District, The Kentucky Pollution Prevention Center, The Metropolitan Sewer District, Jefferson Memorial Forest, Otter Creek Park, Brightside, the Louisville Science Center, The Metro Health Department, in addition to the other Committees of the Partnership - Energy, Recycling, Buying Green, Outdoor Classrooms and Environmental Health.

A second professional development initiative of Partnership is to sponsor a year-long series of environmental workshops that are tightly aligned the Kentucky Department of Education certification course for non-formal educators. The program developed by the Kentucky

Sponsored class to certify non formal environmental educators

the
with

Environmental Education Council is an initiative to provide consistent staff development and assessment for non formal educators in Kentucky. The Council has sponsored two state-wide courses, and the Louisville program is the third. The program is a year-long series of workshops that are taught by university faculty. There are 26 professionals involved in the program. The participants' employers agreed to release them for the 10 days of class instruction. Participants come from Metro Health Department, Louisville Zoo, Jefferson Forest, Otter Creek Park, Army Corps of Engineers, Kentuckianna Girl Scouts, Air Pollution Control Board, Louisville Nature Center, Meyzeek Community School, Farnsley Community School, Shawnee Community School MSD, Division of Waste Management and JCPS.

Outdoor Classroom Committee (Jody Hamilton, David Wicks Co-Chairs)

The Committee was established with 31 members representing all three partners. The Committee met four times and is organized around four objectives:

1. Development and alignment of curriculum,
2. Professional Development for teachers and non formal educators
3. Support for individual outdoor classrooms,
4. Developing partnerships between schools and local metro parks.

The Committee secured funding from the Louisville Metropolitan Sewer District (MSD) in amount of \$250,000 to assist in the development promotion of environmental education programs.

Funding from MSD is being used to create outdoor classrooms in west Louisville

the
and
The

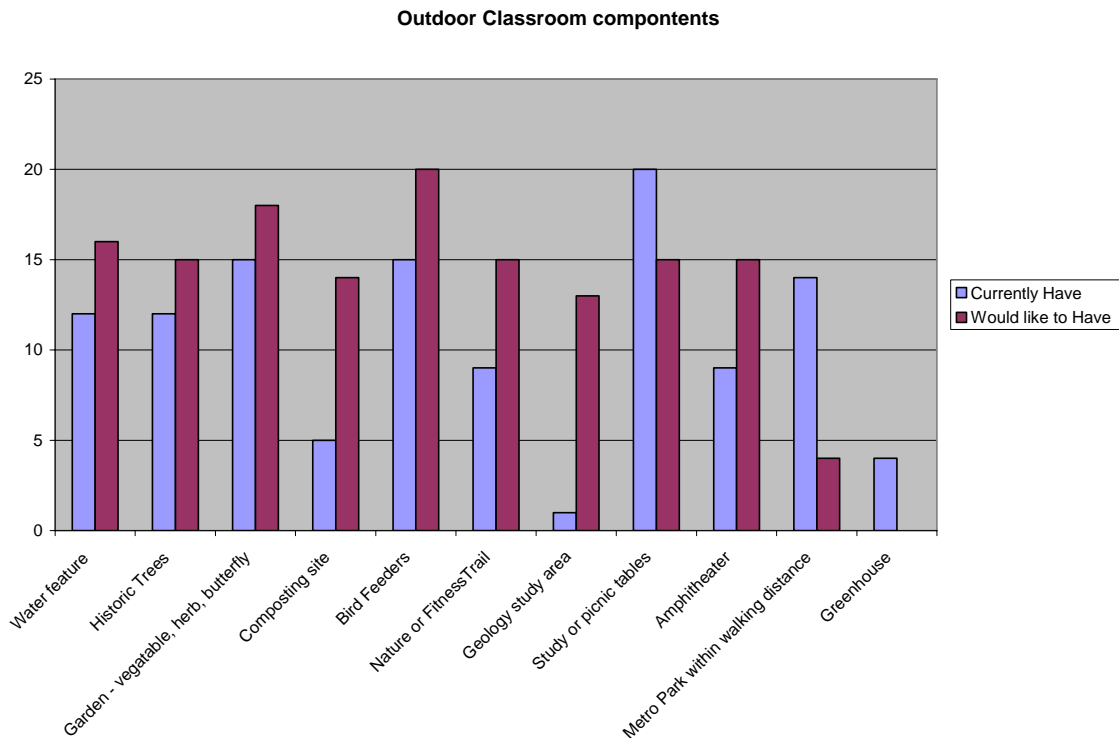
money is being used to fund the environmental certification program, Professional Development, development of a Curriculum Map, outdoor classroom maps and environmental education programs.

The Committee developed a survey distributed to JCPS schools (49 schools participated) to ascertain the status of existing outdoor classrooms and educational activities. Of the schools that responded, about half had access to an outdoor classroom. Schools had a wide range of experiences and opportunities as shown in Figure 2. The Metro Parks has developed policies and programs that will encourage additional schools to utilize nearby parks for outdoor environmental education.

Metro Parks developing policies to support outdoor classrooms

The Committee worked to prepare an Environmental Education Curriculum Map for elementary schools. The publication provides a systemic curriculum that is tightly aligned with the JCPS Curriculum and Assessment Maps. The document, which has been distributed to all

Figure 2. Outdoor Classroom Survey



JCPS elementary schools, helps teachers use environmental education as an integrating context for learning.

MSD funding provided support to seven West Louisville JPCS schools (Foster, Young, King, Kennedy, Carter, Duvalle Education Center and Shawnee High School) to

work on student-oriented projects on their school campuses and for the purchase of children's environmental literature. Many of the student projects focused on the development of new outdoor classrooms.

Students are mapping outdoor classrooms and urban forests using GIS

Central High School, organized a two-day conference for 25 GIS/urban forestry professionals at the Community at eMain to learn about CITYgreen. CITYgreen is a powerful GIS application for land-use planning and policy-making. The software conducts complex statistical analyses of ecosystem services and creates easy-to-understand maps and reports. The software system has the capacity to analyze stormwater runoff, air quality, summer energy savings, and carbon storage and avoidance benefits of urban trees. CITYgreen calculates dollar benefits based on specific site conditions. This summer using the CITYgreen software, Central H.S. students, teachers and U of L graduate students will begin a street tree inventory of street trees in their neighborhood and school campuses.

Using ArcIMS, Doss High School students are developing online maps for Metro Parks, Ohio River Trail and Butchertown Greenway Trail. The past six months Doss H.S. students have developed a template for maps of outdoor classrooms. Over the next months, they will develop a map packet for each JCPS school. The map packet that will include eight different maps - three color maps at different scales - 1:1000, 1:2000, 1:3000 - The maps will also be produced in black and white for photocopying by teachers. The packet will also include a 3- by 5-foot laminated map for planning and discussion.

Environmental Health Committee (David Tollerud, Judy Nielson, co-chairs)

The Environmental Health Committee has been established or met in the first six months. However, the Committee Chair initiated a process to establish a joint appointment between the Jefferson Public School system and the University of Louisville. The joint appointment will provide overall direction to the JCPS' Health Services, and will be a time faculty member in the School of Public Health University. An MOA is being developed. The position will be administratively attached to JCPS. This joint appointment will provide a needed institutional link between the University and JCPS, and will benefit both organizations.

Created a joint appointment between JCPS and UofL in public health

not
County
part-
at the

Future Directions

The project has already demonstrated that Green City principles make sense economically, practically, educationally, and from a sustainable perspective. Many of the committees have discovered new opportunities that have developed as they worked together. The Recycling Committee, for example, discovered incidentally that each of the partners pay different rates for waste collection and pickup. They want to expand their mission to have a broader mission of waste management. Over the next year, many of the projects initiated in the first six months will be implemented but new opportunities that arise will also be pursued.

Each of the organizations are large bureaucratic institutions, however, as peers from each of the organization have met and worked together they have found new approaches and allies that are assisting them in doing their job more effectively. The Partnership will continue to strive to implement projects that benefit the community, each organization, and the individual project participants.

In the near future the projects that have not been initiated—Professional Development and Green Awareness, Environmental Health, and Environmental Standards and Principles—will be addressed by newly formed committees.

Funding is always a foundational piece of any project. The project has been successful to date in having funding agencies contact project organizers to offer financial help. The collaboration established through this project is unique. Lexington is working to follow Louisville's example. Steering and Project Committees will continue to seek long-term funding for the projects.

A management plan was developed for the project. It contains a number of recommendations that need to be implemented to ensure effective project management and success. To date the project has had only sporadic communication between participants, committees, to managers, and to the general public. A strategy will be developed to improve communication.

The success or failure of any collaborative project is dependent on the vision and support of upper managers, and the ingenuity and dogged determination of the participants. In this regard the Partnership for a Green City has the ingredients for continued success.

Appendix A

Grants Received and Pending for the Partnership for a Green City

Federal

- US Department of Energy
 - \$400,000 for solar energy opportunities and research (pending)
- US Department of Education (pass through Murray State University)
 - \$5,000 for energy data management software
- US EPA NRMRL
 - \$55,000 Green City Partnership Practicum (Pending)
- US EPA Region 4 to APCD (pass-through)
 - \$5,000 Energy Star Building Portfolio Manager

State

- Kentucky Division of Energy (KDOE)
 - \$66,000 Building Energy Study MOA (Received)
 - \$49,450 Energy Efficiency and Biobased Products Outreach and Demonstration MOA (Received)

Local

- Metropolitan Sewer District
 - \$250,000 for environmental education and community outreach

Appendix B Project Participants

JCPS	UofL	Metro
Steering		
David Wicks	Allan Dittmer Russell Barnett	Bonnie Biemer
Interagency		
Jane Charmoli Kim Wilson	Dan Hall Deborah Wilson	Carol Butler
Energy		
Mike Mulheirn, Co-Chair Kevin Stoltz John Lee	Cam Metcalf, Co-Chair Sieglinde Kinne Mary Joyce Freibert Sri Iyer Jan Wilt Chris Wooton Larry Detherage Kenneth Dietz Paul Lederer Tina Pierce Keith Sharp	O'Dell Henderson Ed Meece Tom Raderer James Mok James Hunt LaDonna Bemus
Waste Management		
Chuck Fleisher Jim Vaughn	Bill Brammel Jim Slayden Lucian Young Don Douglas, Facilitator	Bob Schlinder, Chair Rudolph Davidson Linda Fountain Cass Harris
Green Purchasing		
Linda Ballman Ken Clark	Don Speer, Co-Chair Lorrie Winfrey Sue Russell Lissa McCracken, Facilitator Don Douglas, Facilitator	Craig Bowen

Environmental Education

Jacqueline Austin, Co-
Chair

Amy Herman
Dorcas James
Keith Look
LeAnn Nickerson

Dean Robert Felner, Co-
Chair

Becki Newton
Cheryl Kolander
Clara Leuthart
Jean Ann Clyde
Thomas Tretter
Rebecca Crump
Margaret Pentecost

Art Williams

Cynthia Knapek
Marcelle Gianelloni
Thersa Mattei

Outdoor Classroom

David Wicks, Co-Chair
Shawn Canady, Central
HS

Caryn Walker, Brown
Vera Prater, Fern Ck El
Shannon Gilkey, Doss
HS

Jim Fegenbush
Lewis Hammond
Darleen Horton,
Chenoweth El
Scott Quisenberry,
Meyzeek MS

John Lee
Bryan Thomson
Donna Griffin

Margaret Carreiro

Jody Hamilton, Co-Chair
Allan Nations

Julie Shinton
Bennett Knox
Phyllis Croce

Cheryl Bersaglia
Terry Wooden
Tonya Swan

Christa Weidner

Appendix C

PARTNERSHIP FOR A GREEN CITY

Project Management Evaluation
and
Management Plan

Gordon R. Garner
February 2005

Partnerships for a Green City is a program jointly
managed by:

University of Louisville
Jefferson County Public Schools
Louisville Metro Government

INTRODUCTION

The Partnership for a Green City Project was launched in the fall of 2004 with three defined project objectives:

- To develop activities and opportunities to further holistic environmental education curriculum within Jefferson County Public Schools (JCPS)
- To identify research areas to assess the correlation between environmental exposures and health impacts that may affect student cognitive abilities or behavior
- To identify strategies for JCPS, the University of Louisville (U of L), and Louisville Metro Government to create sustainable, green public infrastructures.

Participants from the three partner institutions developed an ambitious agenda for partnering on ten priority recommendations, which were embraced by the leadership of the three partners. A partnering project model was also adopted to implement the recommendations with teams composed of appropriate representatives from each of the partners. Six of ten possible project teams were formed concurrent with the project announcement, and began work over the next three months. Each team was given the freedom to develop its own approach to implementing the Partnership for a Green City (PGC) recommendation. The PGC Steering Committee, a four member group with overall project management responsibilities, provides support to teams as resources permit and also monitors progress. A chronology of significant events in the PGC project history is attached in Appendix A.

The Steering Committee found that some project teams were self starting and have made significant progress in a relatively short period of time. Others have had trouble “getting out of the gate”. Some hesitancy to initiate the remaining four recommendations exists because of concerns that the projects might require a better management approach, and the that resources now available may not be enough to support the additional efforts. Overall, most of the teams are meeting the six month targets identified in their project recommendation.

This report is an assessment of the PGC projects and overall management, including a recommended management plan for both the Steering Committee and the more recently formed Interagency Coordinating Committee (ICC), and provides specific guidance that could help the project teams be successful.

THE SURVEY

The PGC Steering Committee (SC) reviewed project progress reports and arranged for a survey to be conducted to assess how the project participants evaluated their own progress and what issues they felt needed attention for their projects to be more successful. The complete survey data is presented in Appendix B.

No attempt was made in the survey or any other evaluation activities to criticize, assign blame, or to compare the efforts of any team with another. The focus was purely to identify how the projects could be managed and supported to be more successful. Over 80% of those invited to respond to the survey did so.

The survey targeted four major areas of project management and performance:

- the **status of the project**, as viewed by the participants—including the overall Partnership effort and their sense of the potentials for future success. As the projects are in part carried out by volunteer effort, by busy people who are not necessarily rewarded or credited for completing project responsibilities, it was vital to assess the participants' view of the of the investments they are making into their projects.
- what the participants know about the developing PGC initiatives, don't know, and want to know. How well are the issues and successes of the projects **communicated**, with the participants and to others?
- the **Steering Committee** and related problems, impediments, and evaluation of PSC support available and received.

- the **resources** available or needed for project success.

KEY SURVEY FINDINGS

The survey results including some initial management recommendations were presented to the Interagency Coordinating Committee in January, 2005. Feedback was then solicited for the Management Plan.

All of the project participants surveyed agreed that their project had the potential to be successful, to produce good if not great results, and to change the way their organization does business. Most felt their project team was making **good progress** and had no insurmountable obstacles that would prevent them from being successful.

Communication was the single most identified issue that could affect project success in all categories, particularly the overall success of the Green City Partnership itself. No category of communications got high marks, and respondents agreed that better communications are critical. This result is not surprising, given that the PGC project is new and involves three very large and different organizations. Communication is an internal issue for each organization, and to communicate effectively in a partnership context is a special challenge.

Some participants were unsure what their project was doing or what their personal role in it was, and did not have any idea that a Project Steering Committee even existed, although over 60% felt the Steering Committee provided adequate support.

Communications with others involved in or affected by the project—leadership, students, employees, media, public—was identified as an issue and needs improvement.

Resources, both human and financial, were not seen to be a major constraint at this time but could potentially affect future progress. Resource issues were much more of a concern in the discussions with the Project Steering Committee.

NEED FOR A MANAGEMENT PLAN

The need for a management plan to guide the efforts of the project participants is evident from the survey results and from discussions with the Steering Committee and other project participants. As the PGC projects evolve, so do their complexity. This creates a critical demand for a more structured approach, especially regarding communication at all levels. In the absence of formal communication structures, informal communications can break down; disagreements may go unresolved. Participants could most regrettably lose their enthusiasm, which is now very high for most participants judging from the survey results.

Executive managers at each partner organization emphasized that they want performance measurement and **demonstrable results** to be a part of the PGC projects. This is possible only if the Steering Committee and the Interagency Coordinating Committee stay focused and agree upon an approach to these issues through a management plan.

The Partnership for a Green City is a unique venture. For the most part, the people implementing the projects are full time employees of the three partner institutions. They all have jobs. They are all busy. The partner projects may relate to their jobs (and probably do), but not in a traditional way. For the most part, their job successes and rewards are not based on how well the partner projects succeed. This may change over time, particularly if the partners include partnership success as part of how they measure job performance and rewards. This will probably be slow to evolve, and

meanwhile participants need other kinds of feedback to “substitute” for traditionally-presented expectations and rewards.

In a very real and important sense, the project participants are volunteers who have agreed to add the partnership project to their workload. The enthusiasm that was exhibited by the participants in the original project meetings, and more recently in the survey results, indicates that most have bought into the project without reservation. They believe that the partnering can do good things for their organization and the community.

With a project approach so reliant on **volunteers**, a conventional management approach simply will not work. One cannot order, command, demand, or cajole and meet success. Teaming, especially with volunteers, is founded on respect, good communication and agreement about the desired outcome. If everybody contributes, the team is likely to be successful.

All of the partner projects require involvement of all three of the partner organizations. It is important that efforts of the Steering Committee and Interagency Coordinating Committee recognize this fact, and continually encourage and reinforce the role of the participants in any way they can. So far, such efforts have not been in evidence. This is unsurprising as the PGC is a new venture. The recommended management plan includes ways that participants can be encouraged and rewarded.

Other elements of the management plan address the sometimes simple but profoundly frustrating limitations of governmental structures, the ones that might thwart participants attempting to do the right thing quickly. Most participants are familiar with bureaucratic and procedural requirements of large institutions, the vagaries of grant funding and governmental contracting inflexibility. Most seem committed to overcoming these obstacles, and this commitment is a key to the success of the partner project.

The recommended management plan must be vetted and modified by the participants, until there is a consensus of all three partners that this is the plan upon which all agree and all will follow as the partners implement the GCP. On some points there are blanks, and choices must be made. The lack of common environmental principles (a future project for a partner's team) also is significant, and may to some extent drive future revisions of the plan. Communications strategies are recommended. These may be difficult to implement and at times resource-intensive, but nothing is more critical to future project success.

The management plan is attached as a stand-alone document, to be revised and formally adapted by the Steering Committee and the Interagency Coordinating Committee. It is annotated in places, to explain what is proposed and why.

PARTNERSHIP FOR A GREEN CITY

PROJECT IMPLEMENTATION MANAGEMENT PLAN

Purpose

This plan will guide the efforts of the Partnership for a Green City to implement the projects identified in “The Partnership Project” and other projects that may be approved by the Project Steering Committee and Interagency Coordinating Committee under the partnership umbrella.

Management by Consensus

It is agreed that the fundamental approach to decision making by the partners, the Steering Committee, the Interagency Coordinating Committee and the Project Committees is by consensus of all three partners and their representatives.

Structure

The partnership project will be implemented by the following:

- **Project Steering Committee** The Project Steering Committee will consist of one

designated representative from each of the partners: U of L, JCPS, and Metro as well as a representative of the Center for Environmental Education at the University of Louisville. Additional members may be added, as agreed by all existing members, and may include representatives from future significant partners.(The need for a full time Project Staff Director has been discussed and is viewed by most of the Steering Committee as an important element for long term success. There are lots of tasks associated with the Steering Committee role that must be done in a timely manner and at best each of the Steering Committee members can give 50% of their time to the partnership project. It is recommended that the PSC find funding and support for a full time Project Staff Director.)

- **Interagency Coordinating Committee** The Interagency Coordinating Committee consists of the lead representatives from each partner on each of the original ten projects recommended in the Partners Project or their designated representatives, and others that may be invited by consensus of the group, and/or representatives of future significant partners. Additional members may also be added when the Partnership adds new projects to the agenda.
- **Project Team** A Project team consists of a group of representatives of the partners and others they may invite, who have responsibility to implement one of the ten recommendations in the Partnership Project Report or other projects or recommendations that may be approved by the Steering Committee and the Interagency Coordinating Committee.The Project Team has the primary responsibility to implement their designated GCP recommendation(s).
- **Project Participants** Anyone who is serving on a project committee or team, whether a member of a partner organization or other person invited to help make a project successful.
- **Executive Leadership** The University President, the JCPS Superintendent, the

Metro Mayor and their executive staff and the formal partnering staff focused on overall partnering efforts of the partners.

Roles and Responsibilities

To insure Partnership Project success, the following roles and responsibilities are accepted by the participants and committees:

Project Steering Committee

The Project Steering Committee (PSC) will have the following responsibilities:

1. Overall coordination of the Partnership Project, Project Teams and participants.
This is an overriding responsibility to make sure that each project identifies goals, tasks, and a schedule for implementation. These should be rolled up into an overall project plan and shared with participants and others.
2. Project communications as outlined in the Communications section of this plan.
This includes tracking and reporting progress of the project teams.
3. Assistance to Project Teams including assistance in obtaining grant or other funding, securing leadership approvals when needed, and finding student resources/participants when appropriate.
4. Inviting and educating new partners or participants.
5. Conflict resolution.

Interagency Coordinating Committee

The Interagency Coordinating Committee (ICC) will have the following responsibilities:

1. Communication of team activities, sharing strategies for success, and overall guidance for project teams.
2. Identification of new collaborative opportunities and approval of new projects or activities under the Partnership umbrella.

3. Conflict resolution and elimination of institutional barriers to collaboration.
4. Policy guidance in concert with the PSC.
5. Help develop memorandums of agreement or a master agreement as needed to implement the projects.

Project Team

The Project Team will have the responsibility to implement the recommendations from the Partnership Project Report and/or others that may be approved by the PSC and the ICC.

Project Participants

The participants have the responsibility to commit to their project team and project success, with a focus on consensus and group goals. They must also find ways for the participants and participant organizations to make the project recommendations work.

Executive Leadership

The executive leadership has the responsibility to support partnership projects, communicate success stories, support organizational participation, appoint appropriate representatives for the PSC, ICC and project teams, and push for accountability and results.

Communications

Developing an effective communications strategy is a primary responsibility of the PSC, with help from the ICC and Executive Leadership. The goal is to communicate the successes of the project, to educate policy makers on what it will take to become a green city, and to communicate internally and externally.

The key elements of the communications strategy are as follows.

1. **Communications with project participants-** Ongoing communication among, between and to the project participants is vitally important to the success of every recommendation of the Green City Partnership. The PSC should do the following working with the ICC and others as needed:
 - a. Develop, maintain and distribute a project participant list that has contact information(phone/fax/ mailing address/email address) to all participants and other interested parties).{Note to PSC-my efforts to get such a list from you have been unsuccessful}
 - b. Maintain listserves for the project as needed and facilitate use by the ICC and the project teams.
 - c. Prepare, along with the ICC,(monthly/quarterly/other?) project progress reports and summaries for distribution to the project participants and other interested parties.(note-these reports are intended primarily for participants not for general distribution)
 - d. Have an annual meeting with participants to celebrate success.
2. **Communications with Executive Leadership-**The PSC should communicate with Executive Leadership on a regular informal basis in addition to:
 - a. Quarterly or semi annual written reports on project progress especially focused on what might be communicated to the public/media.
 - b. Advising of special accomplishments or proposed new PGC ventures that may be worthy of a news conference or special event sponsored by Executive Leadership.
3. **Communications with employees, students, teachers and faculty-**This communications strategy is to be developed by a project team formed to do the project recommendation to “Conduct regular green issues orientations /professional development for employees”. This team should consist of both HR and communication specialists along with those who will develop the specific messages. This could be two working groups under the same umbrella although initially the groups should meet together to map out the strategy and they may decide that working as a unit is a better choice. Use of existing organizational

communications channels should be encouraged. The recommendation to do environmental standards and principles is closely linked and the two recommendations could be implemented by one large team which may need some facilitation. Employees, students, and faculty should also get regular “in-house” communications about the partnership and partnership projects.

4. **Communications with potential partners, funding sources, and support groups**-The PSC and ICC should make special efforts to communicate the Green City Partnership to this group through personal communications, invitations for site visits, presentations at professional and NGO meetings and articles placed in specialty publications. A list should be developed by the PSC and ICC of who these people/groups are and who should take the lead in communicating with them about the project.
5. **Communications with the public**-Communications with the public about the project accomplishments should almost always be done by or with specific approval of Executive Leadership and coordinated and approved by all three partners before distribution. This will require attention of the PSC and occasional lapses are certain and unavoidable. Individual communications by one of the partners acting without notification and coordination with the others could lead to conflicting messages, hurt feelings and potential conflicts. The partners should be free to “self- promote” the project in a general way, but when special accomplishments or new ventures are being touted, it should be done through channels and coordinated. The PSC should facilitate occasional meetings between the communications staffs of the three partners and work with them to develop a strategy. (These efforts are in progress.)

Conflict Resolution-The PSC and ICC should anticipate and resolve potential conflicts. These are most likely to occur when perceptions about who is in the lead, who is communicating what to whom and who is doing or not doing their “share” come into play. The consensus approach to implementing these projects must be emphasized as the key element of conflict resolution. Representatives of one partner who act without

the concurrence and support of the others must be curtailed and educated that the partners project is different and requires trust, good communications and agreement by all parties for actions that are taken. Only decisions reflecting a full consensus should be implemented.

Funding and Support-The PSC and ICC should work aggressively to identify and pursue funding opportunities for partnership projects. Many funding organizations will be attracted to the partnering concept giving partner projects an edge for competitive funds. The partners should also identify “self funded” projects that merit support because of potential savings and/or strategic importance.

Accountability and Measurable Results-Accountability and measurable results are expectations of executive leadership and project reporting and tracking should emphasize finding the right measures and performance indicators for each partner project. This is often much more difficult than it seems. This should be an agenda item at every PSC and ICC meeting.

Other Special Challenges (student involvement, research)-Periodically the PSC and ICC should review how students are being involved in the projects and if environmental education priorities are being recognized and implemented. There are many barriers and limitations to overcome to expand successful initiatives from a few students or a few schools to the desired project goal to involve all students and all schools. Similarly it is difficult to translate projects into funded research when research has been identified as a project need or opportunity. A research working group may be needed to advance the research component of the partnership project.

-

Appendix D

PARTNERSHIP FOR A GREEN CITY CHRONOLOGY OF MEETINGS

U.S. Department of Education Grant funds were made available to U of L's Kentucky Institute for the Environment and Sustainable Development (KIESD) in late 2003. The funding for the Partnership for a Green City Project was made possible in part through a collaborative effort of the Kentucky University Partnership for Environmental Education (KUPEE), the Kentucky Environmental Education Council (KEEC), and Murray State University. KUPEE is a statewide initiative of the eight state public universities and its goal is to strengthen environmental education opportunities in Kentucky.

Many internal meetings were held prior to the partnership coming together. This Chronology is not an attempt to include every single meeting that was held in furtherance of Partnership goals, but to show the approximate extent of the time commitment from each partner over time.

The three original partners include: the University of Louisville, Jefferson County Public Schools and Metro Louisville government. The three primary areas addressed, to date, are Environmental Education, Environmental Management and Environmental Health. The work is broken into committees as follows: Energy Use; Green Purchasing, Recycling, Environmental Education, Outdoor Education, Environmental Standards and Principals, Green Issues Orientation, Registry for Environmental Public Health and the Asthma Project.

The first meeting was held August 1, 2003, at the University of Louisville campus. After that, each participant worked internally to identify the proper participants in each of the three areas – environmental health, education and management. A number of

meetings were held towards the end of 2003. This Chronology begins at the beginning of 2004.

- 1/06/04 Meeting of Steering Committee
- 1/12/04 Meeting of Steering Committee
- 1/14/04 Rollout meeting at The U of L Baxter research Center Medical Center with Superintendent. Daeschner, President Ramsey and Mayor Abramson.**

- 2/03/04 Environmental Health Workout Session
- 2/05/04 Environmental Management Workout Session
- 2/12/04 Environmental Education Workout Session
- 2/17/04 Meeting of Steering Committee

- 3/09/04 Meeting of Steering Committee
- 3/16/04 Meeting of Steering Committee

- 4/21/04 Meeting of Steering Committee

- 5/12/04 S.C. Meeting with JCPS officials
- 5/12/04 S.C. Meeting with Parks Department
- 5/13/04 S.C. Meeting with Rick Johnstone (Metro Deputy Mayor)
- 5/17/04 S.C. Meeting with Pollution Prevention Center
- 5/17/04 S.C. Meeting with Larry Owsley (U of L Vice President)
- 5/19/04 S.C. Meeting with Dr. Troutman at Health Department
- 5/20/04 S.C. Meeting with U of L Dean Felner, Dr. Tollerud
- 5/24/04 S.C. Meeting with Metro's Joan Riehm, Bruce Traugher
- 5/24/04 S.C. Meeting with Rudolph Davidson
- 5/26/04 Meeting of Steering Committee

- 6/22/04 Meeting of Steering Committee

- 7/16/04 Meeting of Steering Committee
- 7/27/04 Meeting with new Metro General Services head Susan Neumeyer

- 8/06/04 Meeting of Steering Committee
- 8/17/04 Briefing of U of L President Ramsey
- 8/19/04 First meeting of Green Purchasing Committee
- 8/23/04 First meeting of Outdoor Classroom Committee
- 8/24/04 First meeting of Energy Use Committee
- 8/26/04 Rollout Press Event at Waterfront Park with Superintendent. Daeschner, President Ramsey and Mayor Abramson.**
- 9/08/04 Meeting of Steering Committee
- 9/10/04 KUPEE dinner at Blackacre; Partnership discussed
- 9/14/04 Meeting of Steering Committee
- 9/17/04 Meeting with Councilman Owen regarding Uniform Standards
- 9/17/04 Meeting with Metro Human Relations regarding Green Issue Orientation

9/28/04 Meeting with Chair of Recycling Committee

10/01/04 Meeting with Metro representative on Interagency Coordinating Committee

10/21/04 First meeting of Recycling Committee

10/22/04 Meeting of Steering Committee

10/26/04 Energy Use Committee Meeting

11/03/04 Steering Committee meeting at Science Center regarding use of new exhibit, "The World Around Us."

11/04/04 Metro meeting of Facilities Department to recruit Partner participants

11/04/04 Recycling Committee Meeting

11/05/04 Meeting with Al Spotts on Metro's past history on energy savings

11/08/04 Environmental Education committee meeting

11/08/04 Recycling Committee Meeting to plan Event

11/10/04 Metro meeting on Facilities Management

11/10/04 Outdoor Classroom Committee Meeting

11/12/04 Green Purchasing Committee Meeting

11/15/04 Press event for "America Recycles Day"

11/15/04 Environmental Education Collaboration Meeting

11/16/04 Meeting with Metro graphic designer on logo for Partnership

11/19/04 Energy Use Committee Meeting

12/02/04 Recycling Committee Meeting

12/02/04 Metro meeting on energy use

12/03/04 Energy Use Committee Meeting

12/03/04 Interagency Coordinating Committee Meeting

12/06/04 Meeting on Youth Environmentally Aware

12/08/04 Meeting to discuss Partnership with Mayor's Cabinet for Neighborhoods, Parks and Culture

12/10/04 Green Purchasing Meeting

12/13/04 Internal Metro meeting on energy

12/16/04 Meeting on Youth Environmentally Aware

12/17/04 Mayor assisted with information gathering from LG&E

12/22/04 Internal Metro meeting with LG&E account executive

1/03/05 Teleconference with Metro Housing Authority on energy issues

1/06/05 Special meeting on LEED, Energy Use Committee

1/11/05 Environmental Education Committee

1/12/05 Recycling Committee planning meeting

1/14/05 Green Purchasing Meeting

1/18/05 Steering Committee Meeting

1/20/05 Energy Use Committee Meeting

1/27/05 Internal Metro meeting with Facilities, Works on energy

1/28/05 Recycling Committee meeting

2/1/05	Carol Butler briefing to Mayor's Cabinet on 5-Month Status
2/1/05	Steering Committee Meeting
2/1/05	Environmental Education Committee meeting at U of L
2/3/05	PGC Committee Chairs, Management report at Memorial
2/4/05	Planning Meeting on Energy Dept. Grant
2/8/05	Steering Committee Meeting
2/8/05	Meeting with Jane Eller of KEEC
2/9/05	Internal Metro Meeting with Health Department
2/11/05	Green Purchasing Meeting
2/15/05	Steering Committee Meeting
2/18/05	Software demo; Energy Use Committee
2/22/05	Steering Committee Meeting
2/23/05	Recycling Committee Meeting
2/23/05	Energy Use Committee at LG&E
2/24/05	Meeting on Energy Department Grant for Solar Energy
3/3/05	Outdoor Classrooms Committee meeting
3/7/05	Communication Directors meeting
3/10/05	Meeting with office supply vendors
3/10/05	Green Purchasing Committee meeting
3/10/05	Environmental Education Committee meeting
3/22/05	Steering Committee meeting
3/23/05	Waste Management Committee meeting
3/23/05	Energy Use Committee meeting