

III. Staff Report: Assistant Superintendent, Business and Fiscal Services Melody Canady

A. Budget Update

7:08 pm

Ms. Canady provided the committee a copy of the January 23, 2018 presentation to the Board of Education and brief overview of the budget workshop. Special Education contribution is climbing. The District received one-time \$5.1M from RDA. Budget revisions will be presented to the Board at the February 15, 2018 Board of Education meeting, 2nd Interim Report at the March 15, 2018 meeting and Board Budget workshop on March 20, 2018. School Services of California will provide an update on their Unification analysis.

The January 23, 2018 budget workshop presentation may be found at:

<http://www.smmusd.org/fiscal/BudgetDocs/FNS-012318BudgetWorkshop.pdf>

IV. Discussion/Action Items

7:55 pm

A. Impact of Labor Agreements on Budget

Ms. Canady informed the committee that it would cost the District approximately \$498,000 for the one-time SEIU bonus and \$125,000 for benefits. SMMCTA will have first meeting on February 9, 2018.

V. Ad Hoc Subcommittee Update

7:56 pm

A. Sustainability: *Mr. Jacobson (Chair), Mr. Levis-Fitzgerald, Ms. Slauch Nahass*

Mr. Jacobson reported that earlier that day, an update on sustainability was provided to the committee. The committee was emailed a draft document that provides an overview of the SMMUSD waste system and how the District is restructuring to ensure a consistent, strong waste sorting system (trash, recycle, green waste/food waste) within the district to reduce our landfill waste. Staff created this document to organize and simply describe the process.

Starting February 9, 2018, Waste Management is collecting all the bins and replacing them with new bins with a different color scheme and clear labels. The next step is finalizing the waste sorting systems within the campus involving students and faculty. Custodians, gardeners, kitchen staff have already been trained on the new system. Staff hopes that this waste system will be beneficial to all and can be used as an educational tool.

In addition, the committee was provided an electronic copy of the Plan for Districtwide Sustainability progress update and PowerPoint presentation that gives a brief outline of the plan. This PowerPoint was presented to the PTA President meeting on February 6, 2017 by Cumming Corp, the sustainability plan consultants.

The documents provided to the committee may be found at the end of these minutes.

8:02 pm B. District Budget: *Ms. Krenik (Chair), Mr. Farivar, Mr. Lee, Mr. Sweetmore*

There was no report.

8:03 pm C. Health Benefits:

Mr. Kremer informed the committee that a list of health benefits questions was compiled in preparation to meet with district staff who oversees and decides on this matter. The meeting will be scheduled soon. The subcommittee is gathering data and information such as labor agreements of comparable districts. Ms. Canady mentioned that there are insurance brokers that may be helpful to the subcommittee in their work.

8:07 pm D. Bond Oversight: *Mr. Lee (Chair), Ms. Mulvaney*

There was no report. Mr. Kremer informed the committee that Assembly Bill 195 (AB 195) requires that in addition to stating the bond amount, the ballot statement for Prop. 39 general obligation bonds now must also state the tax rate, the amount to be raised annually, and the duration of the tax, all within the 75-word limit. Pollsters hired by school districts have been conducting a series of survey experiments to identify how the new AB 195 ballot language requirements are impacting voters' support for Prop. 39 bond measures, focusing in particular on their sensitivity to different ballot language and content. The results of these polls are indicating that the percentage of "yes" voters is dropping, with declines ranging from 5-15%.

VI. Receive and File (Limited Discussion)

VII. Public / Committee Comments

VIII. Next Meeting: Wednesday, March 7, 2018 - Malibu City Hall, Zuma Room

IX. Adjournment: The meeting adjourned at 8:11 p.m.



Plan for Districtwide Sustainability
Progress update for FOC Committee
Prepared by Caroline Coster 2/8/18

Through the District’s bid process, Cumming Corporation was selected to assist the District in creating a comprehensive Plan for Districtwide Sustainability. Cumming was selected based on firm qualifications, relevant experience, and proven track record for their ability to perform specified services. Cumming contract for \$79,630.00 was Board approved on 12/14/17. This plan will incorporate all aspects of environmental sustainability, including climate, energy, water, waste, transportation, air quality, landscaping, nutrition and wellness, urban forestry, green space and biodiversity. Notably, the plan will focus how environmental sustainability can be incorporated into curriculum and Educational Services.

The overall goal of the plan:

To formalize the efforts around environmental sustainability to encompass the entire District through comprehensive and uniform goals and policies. As of now, the districts sustainability efforts vary throughout the various sites. For instance, one school might have a strong recycling and compost programs and flourishing garden programs while others may not. The plan will be used to eventually integrate principles of sustainability into all school and district activities.

The core Cumming team consists of:

- Christine Marez**, Director of Energy and Sustainability
- Michelle McFadden Hill**, Project Manager (Energy and Climate focus)
- Emma Sorrell**, Assistant Project Manager (Waste and Transportation focus)
- Adam Todd**, Energy and Lighting Specialist

Process and progress:

The kick-off meeting was 1/12/18 and the below is the roadmap to the plan development.

Cumming Corp presented to the PTA Presidents on 2/6/18 with Caroline and Carey to introduce the plan for the parents and provide an opportunity to share ideas and answer questions.

We are also creating a formal Sustainability Advisory Committee to represent the values and goals of each district facet and department. This committee will serve as the overseers of the plan and can provide guidance. This Committee and its bylaws are being finalized by Carey Upton. The committee will have a representative from each of the below groups:

- | | |
|------------------------|----------------------|
| FOC | Food Services |
| Community member | Educational Services |
| Special interest group | Faculty |
| City of Malibu | Facilities |
| City of SM | Operations |



Road map and timeline for Plan Development:

Kickoff Meeting	01/12/18	01/12/18	1d
Obtain Requested Documents and Data of current sustainability projects, board policies, utility data to use for baseline	01/15/18	02/09/18	20d
PHASE 1: ENGAGE	01/26/18	04/27/18	66d
STEP 1: Interviews with the district departments, staff, community, stakeholders to capture goals, ideas, values, needs for the sustainability in the district	02/12/18	03/16/18	25d
Action 1: Conduct Campus Interviews (4 Pathways Mtgs) Pathway 1: Cabrillo, Webster, Pt. Dume → Malibu Middle and High School Pathway 2: Samohi and Olympic HS Pathway 3: Grant, Will Rodgers, Edison, John Muir → JAMS Pathway 4 Franklin, Roosevelt, Mckinley → Lincoln	02/12/18	03/16/18	25d
Action 2: Conduct Interviews with Key Departments (7 Mtgs)	02/12/18	03/16/18	25d
STEP 2: District Charrettes and Engagement	03/19/18	04/13/18	20d
Action 1: Develop and Facilitate Charette Series (4 Mtgs)	03/19/18	04/13/18	20d
STEP 3: Capture the District's Vision	04/16/18	05/11/18	20d
Action 1: Review and assess Charrette data	04/16/18	05/11/18	20d
PHASE 2: ASSESS	02/12/18	07/11/18	108d
STEP 4: Review Energy and Sustainability Data	02/12/18	04/13/18	45d
Action 1: Triple Bottom Line Analysis	02/12/18	03/23/18	30d
Action 2: Solar Feasibility on Select Sites, alternative energy feasibility	02/12/18	04/13/18	45d
STEP 5: Facilitate District Review of Draft Sustainability Goals	05/14/18	07/11/18	43d
Action 1: Develop Draft Goals Document	05/14/18	05/31/18	14d
Action 2: Facilitate District Review of Goals	06/01/18	06/20/18	14d
Action 3: Focused "Town Hall" Presentation (Community)	06/21/18	07/11/18	15d
PHASE 3: DEVELOP	06/21/18	09/06/18	56d
STEP 6: Develop Draft Sustainability Plan and Support docs	06/21/18	07/30/18	28d
Action 1: Develop Draft Plan	06/21/18	07/10/18	14d
Action 2: Conduct Peer Review	07/11/18	07/30/18	14d
STEP 5: Develop Environmental Literacy and Ed Program	06/21/18	08/08/18	35d
Action 1: Develop Ed programs and tools	06/21/18	07/10/18	14d
Action 2: Develop marketing campaigns and partnerships	07/31/18	08/08/18	7d
STEP 6: District and Community Review and Comments	07/31/18	09/06/18	28d
Action 1: Develop Final Draft	07/31/18	08/17/18	14d
Action 2: Development Board Presentation Materials	08/20/18	09/06/18	14d



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

Steps of restructuring the District waste system

A. District School Board Policies regarding waste

1. The below board policies directly relate to waste sorting and management, reduction, recycling and organic waste.

BP 3510(a)	Green School Operations Board Policy
BP 3511.1	Integrated Waste Management Board Policy
AR 3511.1(a)	Integrated Waste Management Administrative Regulations
BP 6142.5(a)	Environmental Education Board Policy

On August 19th, 2009, the Santa Monica-Malibu USD Board of Education adopted **Integrated Waste Management Policy BP 3511.1(a)**. The Board of Education believes that the conservation of natural resources and the protection of the environment are connected to the District's educational mission and are essential to the health and well-being of the community. The Superintendent or designee shall develop and/or implement a cost-effective, integrated waste management program that incorporates the principles of green school operations.

This item was revised November 15, 20012. For all applicable areas of district operations, the Superintendent or designee shall design an integrated waste management program that minimizes the generation of waste, encourages the recovery and diversion of reusable materials from the waste stream, improves efficiency in the utilization of natural and material resources, and protects the environment. The program shall implement measures and/or practices to:

1. Reduce waste generation by reducing the consumption of disposable materials, composting of organic materials and fully utilizing all materials prior to disposal.
2. Recycle materials such as paper, glass, plastic and aluminum.

Any school site or district facility which generates more than four cubic yards of commercial solid waste per week shall take at least one of the following actions: (Public Resources Code 42649.2; 14 CCR 17225.12)



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

- a. Source separate recyclable materials from solid waste and subscribe to a basic level of recycling service that may include collection, self-hauling, or other arrangement for the pickup of the recyclable materials
- b. Subscribe to a recycling service that may include mixed waste processing that yields diversion results comparable to source separation
3. Prefer recycled and other environmentally preferable products when procuring materials for use in district schools and buildings or contracting for the construction or modernization of any district building.
4. Minimize the use of non-biodegradable materials and work with vendors and contractors to use packaging and delivery materials that generate less waste.
5. Work with city, county, or other government agencies to locate markets for the district's reusable and recyclable materials.

2. The above are policies in place for SMMUSD to have a successful waste sorting system and reduce landfill waste.

There currently is not a comprehensive districtwide waste sorting system. Some sites sort through student education during lunch periods and others sort a few items such as cardboard, paper and landscaping clippings. However, when the bins on campus are emptied through custodial staff, the waste is frequently placed in the wrong Waste Management dumpsters which results in high contamination. Some sites lack waste sorting bins altogether so all waste is removed as trash. Overall, there is not a clear, comprehensive system that is completed at all sites and involves participation of all district departments and the SMMUSD community.

Once above information was collected, the question became: What is needed to create a successful district wide waste sorting system?

B. Understanding Waste Management System and Contract

The Board Approved Waste Management contract (Bid #16.07) is dated May 18th, 2015. The first year of the five year contract began August 1, 2015 and ended June 30th, 2016. The contract is currently in the third year (started June, 2017) of the five year contract.



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

CONTRACT MANAGEMENT

Maintenance & Operations department oversees the contract with Waste Management. Terance Venable, Manager of Buildings & Grounds, directly manages Waste Management and signs the invoices for services every month. Terance also manages all custodians and gardeners and is in charge of the current waste system. Roosevelt Brown, Director of M&O, oversees Terance and is sometimes involved directly in the Waste Management oversight.

Starting June 2017, observations and inventories of all campus waste systems were performed and compared with the Waste Management contract. The following was identified:

DUMPSTERS

- I. **Inconsistent colors and labels of dumpsters:** The Waste Management dumpsters are inconsistent throughout the district. Each campus has varying amounts of certain color dumpsters used for inconsistent types of waste. The dumpsters also have inconsistent labeling or no labeling at all.
Example: Some sites have green bins that were unlabeled and being used as “trash” while some had green bins that were labeled “Organics.” Some waste sites were sorting waste into the various dumpsters but the majority of the sites were not sorting waste.





Restructuring District Waste System
Draft by Caroline Coster
July, 2017



Examples of dumpsters at various sites. Different labels and colors.

Refer to Appendix A for full site WM Dumpster audits to observe type and quantity of dumpster at each site.

II. The color scheme of the dumpsters observed districtwide:

- Green** for trash (unlabeled)
- White for Recycling
- Tan** for organics or food waste only



Color scheme of WM bins at Olympic HS



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

These colors do not coincide what is written in the contract, page 8:

-Recycling dumpsters will be color-coded **BLUE**

-**GREEN** will be used for green waste

-**BROWN** will be used for trash and cafeteria waste

As noted above, the district does not have any blue dumpsters, and is using green for trash and tan/brown for organics.

III. Green Waste:

The district does not have any bins that are labeled “green waste.” According to the contract, green waste bins should be at each site and color-coded **GREEN**.

-The total charge for green waste removal is \$34,375 annually which invoices demonstrate the district has been paying for.

- It was observed that the green waste (primarily landscaping clippings from the gardeners) was being placed in various available dumpsters including trash, recycling and the “organics” dumpster. Waste Management was picking up these various bins as trash and not as green waste, due to contamination.

-It was observed that the “Organics” bins, which are either Tan or Green, should be used for the green waste. However, the tan organics dumpsters have a label on them that states “Food Waste Only” so those are not the appropriate dumpsters for green waste.

Since the bin colors and labels were inconsistent, the conclusion is that it caused general confusion throughout Maintenance & Operations, Facilities, and site faculty and staff and parents.

IV. Recycling

-Waste Management has a single-stream recycling system. All approved recycling items can be placed in the same bins. There is no need to sort out different materials such as glass, aluminum and paper.

-Every district site is to be equipped with WM recycling dumpsters (white)

-WM stated they do not want recycling material to be in bags/liners

V. Annual Total Amounts for dumpsters and waste pickup

Total Santa Monica Trash: \$128,175.00

Total Santa Monica Recycle: \$38,037.00

Total Santa Monica Green Waste: \$30,800.00

Total Santa Monica Waste cost: \$197,012.00

Total Malibu Trash: \$ 35,568.00

Total Malibu Recycle: \$8, 838.00

Total Malibu Green Waste: \$3,575.00

Total Malibu Waste cost: \$ 47, 981.00

Annual contract total Santa Monica and Malibu Sites: \$244, 993.00



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

To note: District is charged per type of waste (trash, recycling, organics/green waste) that is being picked-up. The concern is that because of the lack of waste sorting on campus, all of the waste is picked-up by Waste Management as trash. Since WM is picking everything up as trash, that is a total of \$68,837 annually for Santa Monica sites and \$12,413 annually for Malibu sites that is being paid for recycling and organic services unused.

VI. Dumpster pick-up:

It is stated in the contract that the dedicated dumpsters are picked up on designated days.

Trash Pick-up : 3x per week, Monday, Wednesday and Friday

Recycling Pick-up: 2x per week, Tuesday and Thursday

Green waste Pick-up: 1x per week, Wednesday

VII. Miscommunication in: Principals, teachers, custodians and M&O department employees and other district employees at each site were asked about the various dumpsters and how the waste system is run. The majority responded that they believed all dumpsters were picked up as trash and sorted by WM after they left the site. So in turn, when asked if waste was being sorted, or if they participated in recycling, the answer in the majority of the sites was no. When the custodians were asked if they were sorting the trash, the majority responded that they were not or not sure how they were supposed to be sorting.

The District waste is not sorted by Waste management once it is picked-up, contrary to popular belief within the District. Waste Management sends designated truck on the scheduled day and brings the waste to three separate places:

The district trash is sent to El Sobrante landfill in Corona, CA.

The Recycling is sent to _____

And the organic waste is sent to _____ be used for energy production.

Note: A theory arose as to why the district thought the waste was sorted after pick-up and that a districtwide sorting system wasn't fully required. When the district switched to Waste Management in 2015, the term "single Stream" and "no sort" recycling was used to describe the kind of recycling system waste management uses. These terms indicate that different types of recyclable items do not have to be sorted, but instead can all go in the same dumpster. For instance, glass, paper, plastic and aluminum can all be recycled together. It was noted that the term "no sort" was used throughout the district and could have caused confusion.

The general conclusion is the waste sorting system was not successful and that the majority of the district waste was being hauled off by Waste Management as trash.



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

Waste Management responded that they pick up the bins as trash because they were visibly not properly sorted which causes contamination.

C. Steps that have been taken as of January 31, 2017

Step 1. All district site waste systems were observed and data was compiled

- This included an inventory of WM dumpsters and bins on campus
- Discussions with custodial staff, faculty, students and site principals
- Observations at lunchtime as to how waste is created
- investigations into the Waste Management contract and dumpsters

Step 2: Met with Maintenance & Operations department (M&O)

- M&O are in charge of the waste system on campus and oversee the Waste Management Contract These meetings began June 10th, 2017 and have been consistent since then.
- Contacts at M&O involved: Terance Venable, Roosevelt Brown, Carey Upton, plant supervisors, custodians and gardeners at each site
- Discussed M&O procedures for the waste system
- Analyzed how waste sorting was conducted within the district
- Questioned if there were any recycling policies or waste sorting policies
- Learned how the waste is taken from the campus and to the WM dumpster
- Presented M&O with the observed dumpster discrepancies

Conclusion: The meetings identified that M&O did not have a waste sorting system. Some of the sites had their own recycling and compost program run by faculty or PTA, but the custodian did not have the responsibility of placing the sorted waste into the designated dumpsters. It was confirmed by most of the sites that the custodians bagged all of the waste together, and put it into the trash dumpsters. It concluded that there was no streamlined procedure that ensured the site was sorting, the custodian was sorting and that when Waste Management emptied the dumpsters, that they were properly sorted.

Reasons why there is not successful system:

- M&O does not think it should be their department's responsibility to sort waste
- Union scope of work: specify "recycling" or "composting"
- Waste sorting was not investigated
- No one is held accountable
- Education surrounding waste sorting was absent
- Waste Management was picking up all of the waste anyway



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

Step 3: Met with Waste Management to discuss current operations and discrepancies

- Presented WM with the discrepancies found regarding their contract and actual services
- Presented WM all the site inventories of dumpsters, their colors, state and use
- Discussed why the current system is not matching the agreed upon and approved contract

Step 4: Developed a change within the WM and District system to streamline process

On December 22nd 2017 a comprehensive conference with Waste Management finalized a new system for the districts waste to ensure that the contract was being followed.

Changes are as follows and to begin February 9th – 12th, 2018:

1. All dumpsters will be washed, repaired or replaced to ensure they are in proper condition.
-->They will all have locking mechanisms if needed for rodent control and to keep neighborhood dumping out.
2. Recycling dumpsters will all be painted **BLUE** with clear labeling. This is what is written in contract.
-->As of now, the recycling bins are WHITE, not clearly labeled
3. Trash dumpsters will be painted **BLACK** with clear labeling
--> As of now they are GREEN, with NO labeling.
4. Green Waste dumpsters will be painted **GREEN** and clearly labeled. This is what is written in contract.
--> The Green Waste bins are able to take both landscaping materials AND food waste when our food waste system is set-up. As of now, we don't have any green waste bins.

Step 5: Changed out liners/bags

All district waste bins (recycling, trash, food waste, etc) were lined with black Waxie brand liners before August, 2017. The black bags in tandem with the custodian procedure for emptying trash impacted the way waste was being sorted at the end of the system. The custodian waste removal procedure prior to August, 2017:

1. District or temporary custodian empties all site trash bins by taking out the filled BLACK liner.
2. The filled liner is then tied at the top and set next to the bin or put in a general pile.
3. The custodian then takes a cart (varying types per site) and picks all the filled liners together.



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

4. The filled liners are driven to the Waste Management dumpsters, usually located on the outside perimeter of each site, and dumped.

Due to all the bin liners being black, it became almost impossible for the custodian to tell which bag came out of which bin, regardless if it came from a recycling bin or a trash bin. Since all the liners were black and they were placed in a large pile, by the time the custodian took them to the WM dumpsters, the bags were no longer sorted. This caused most of the waste to end up in the trash dumpster and caused contamination issues. It was also noted by Waste Management that if they saw the black bagged waste in the recycling dumpster, they assumed it was trash or contaminated. Therefore, WM took it as trash. WM also mentioned that they prefer that no liners are used for recycling materials because they get stuck in the sorting facility machinery. However, the District decided they need to use liners for hygienic reasons.



Image of a recycling bin on Samohi campus with a black liner.

Step 6: Focus on each site system *(Where we are right now in the process)*

- Each site has inconsistent bins and signage for waste which is causing confusion
- Some sites don't have any recycling bins within the location so waste sorting isn't possible
- Inventories of the inside of each district office and classroom are being inspected
- The goal: To come up with a standardized bin for recycling, organics and trash to bring consistency and ease to waste sorting system. All the bins will be designated colors and labeled. These will be used for all district sites.

Step 7: Education and participation

- All district custodial and M&O staff has undergone training for proper waste sorting including recycling, landscaping materials, trash and food waste. They will undergo it again once the new WM dumpsters are in place so they learn the new color scheme and requirements.



Restructuring District Waste System
Draft by Caroline Coster
July, 2017

- All district faculty, staff and students will undergo training
- Student education and student participation are highly important to this waste system
- Educational materials will be developed for all age groups
- Student leaders and a leadership system will be developed to ensure students can take responsibility for their waste
- District departments will all have a clear, developed system to make sure they are sorting properly in each of their work areas



Presented to:



Santa Monica-Malibu Unified School District District-Wide Sustainability Plan

February 6, 2018

OVERVIEW

- ✓ Who We Are
- ✓ Project Vision
- ✓ Planning Process

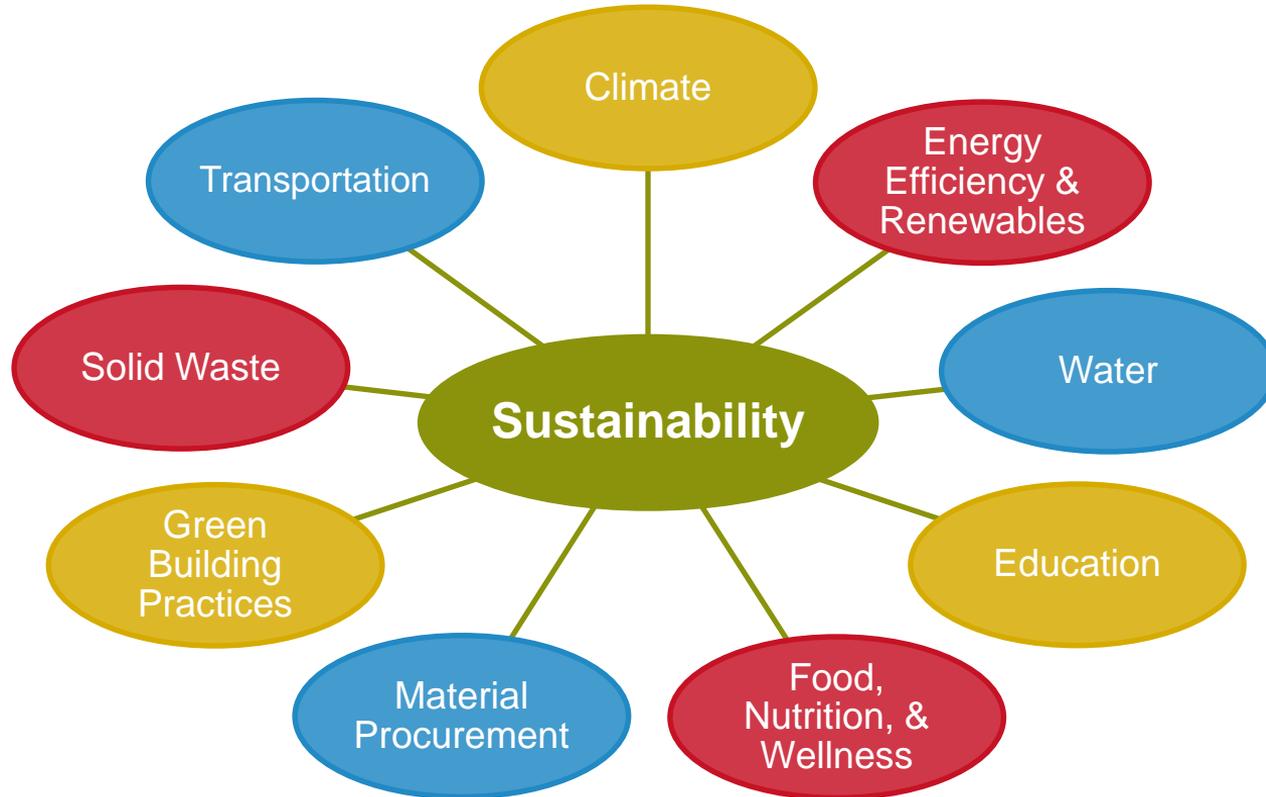


DISTRICT-WIDE SUSTAINABILITY PLAN

PROJECT VISION: The Sustainability Plan will lay out a roadmap for uniting SMMUSD's many existing sustainability initiatives; incorporating sustainability into Education Services and all aspects of student learning; and integrating climate protection, resource efficiency, waste management, and other sustainability practices into District operations.



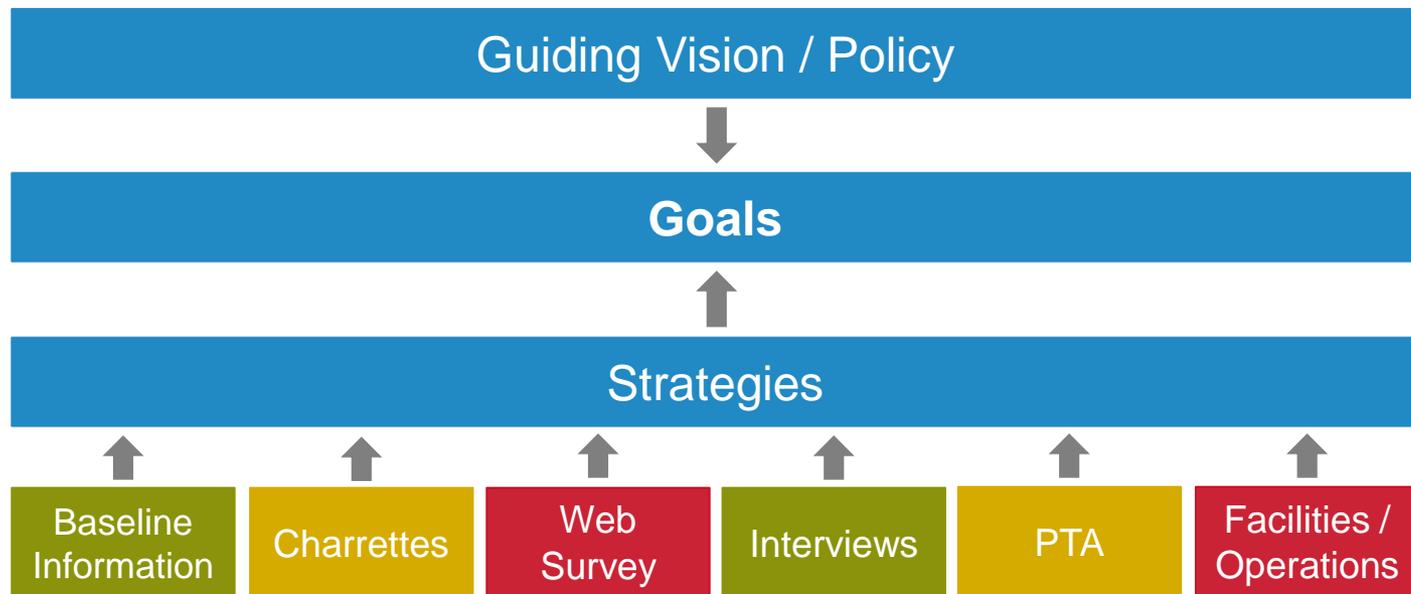
SUSTAINABILITY FOCUS AREAS





PLANNING PROCESS

COLLABORATIVE SUSTAINABILITY PLANNING



APPROACH AND WORKPLAN

PHASE 1: ENGAGE (February – April 2018)

Step 1 | Conduct Interviews – Facilities, School Administrators, Parent reps

Step 2 | Facilitate Charrettes (By Focus Areas)

Step 3 | “Town Hall” Presentations; Community Engagement

PHASE 2: ASSESS AND CREATE (February – July 2018)

Step 4 | Review Current Energy Projects and Sustainability Efforts

Step 4 | Analyze Energy and Sustainability Data

Step 5 | Propose Sustainability Goals, Objectives, and Strategies

PHASE 3: DEVELOP (June – September 2018)

Step 6 | Develop District-wide Sustainability Plan

Step 7 | District and Community Review and Comments

Step 8 | Final Sustainability Plan Presentations

TIMELINE

TASK	Start Date	End Date	Duration
CONTRACT START	01/12/18	01/26/18	11d
Kickoff Meeting	01/12/18	01/12/18	1d
Obtain Requested Documents and Data	01/15/18	02/09/18	20d
PHASE 1: ENGAGE	01/26/18	04/27/18	66d
STEP 1: Interviews	02/12/18	03/16/18	25d
Action 1: Conduct Campus Interviews (4 Pathway Mtgs)	02/12/18	03/16/18	25d
Action 2: Conduct Interviews with Key Departments (7 Mtgs)	02/12/18	03/16/18	25d
STEP 2: District Charrettes and Engagement	03/19/18	04/13/18	20d
Action 1: Develop and Facilitate Charette Series (4 Mtgs)	03/19/18	04/13/18	20d
STEP 3: Capture the District's Vision	04/16/18	05/11/18	20d
Action 1: Review and assess Charrette data	04/16/18	05/11/18	20d
PHASE 2: ASSESS	02/12/18	07/11/18	108d
STEP 4: Review Energy and Sustainability Data	02/12/18	04/13/18	45d
Action 1: Triple Bottom Line Analysis	02/12/18	03/23/18	30d
Action 2: Solar Feasibility on Select Sites	02/12/18	04/13/18	45d
STEP 5: Facilitate District Review of Draft Sustainability Goals	05/14/18	07/11/18	43d
Action 1: Develop Draft Goals Document	05/14/18	05/31/18	14d
Action 2: Facilitate District Review of Goals	06/01/18	06/20/18	14d
Action 3: Focused "Town Hall" Presentation (Community)	06/21/18	07/11/18	15d
PHASE 3: DEVELOP	06/21/18	09/06/18	56d
STEP 6: Develop Draft Sustainability Plan and Support docs	06/21/18	07/30/18	28d
Action 1: Develop Draft Plan	06/21/18	07/10/18	14d
Action 2: Conduct Peer Review	07/11/18	07/30/18	14d
STEP 5: Develop Environmental Literacy and Ed Program	06/21/18	08/08/18	35d
Action 1: Develop Ed programs and tools	06/21/18	07/10/18	14d
Action 2: Develop marketing campaigns and partnerships	07/31/18	08/08/18	7d
STEP 6: District and Community Review and Comments	07/31/18	09/06/18	28d
Action 1: Develop Final Draft	07/31/18	08/17/18	14d
Action 2: Development Board Presentation Materials	08/20/18	09/06/18	14d