

Heron's Head Park alternative models for the EcoCenter

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Introduction

The EcoCenter is located in Heron's Head Park in the India Basin neighborhood of San Francisco. It serves as a destination for San Francisco and a signature park on the Blue Greenway. LEJ (Literacy for Environmental Justice) envisioned and constructed the center as an environmental and educational resource for the Bayview and surrounding southeastern neighborhoods. The facility is the first environmental justice facility in the Bay Area and San Francisco's first 100% off-the-grid building. Four unique green building systems and its location in Heron's Head Park make the EcoCenter a valuable resource for environmental education, literacy, and stewardship in the San Francisco Bay Area.

Ownership and operation of the EcoCenter is currently in transition from LEJ to the Port of San Francisco. The Port commissioned a team including Economic & Planning Systems (EPS) and Bionic to consider and propose alternative operational models and programmatic elements for the future of the EcoCenter and Heron's Head Park. This report documents the research, interviews, and analysis conducted of existing operations at the Heron's Head EcoCenter and those at similar facilities to inform the proposal. Alternatives and recommendations are included as guidance for the Port.

The team researched 20 facilities as precedent case studies and interviewed current EcoCenter stakeholders to establish a baseline of operations and management best practices for EcoCenters on the West Coast. The information

gathered informed an analysis of EcoCenter operating budgets to identify the range of revenue sources utilized for operations and management.

The case study research and stakeholder interviews helped define a menu of typical, unique, and revenue-generating programs for EcoCenters. The menu forms the basis of recommendations for possible future uses of the EcoCenter at Heron's Head Park. Programs are tailored to promote environmental education and can be selected in conjunction with others to offer different levels of amenities and education for the community. Capital improvements that would increase the capability of the EcoCenter to host identified programs are included as recommendations.

Based on our research, we propose 11 recommendations (see Recommendations) and suggest three overarching strategies (see Strategies) for providing sustainable environmental education at the EcoCenter. We have also outlined three models of governance and operation. The models suggest possible strategies for servicing, maintaining, and programming the building and the surrounding park.

The ultimate governance strategy will depend on the availability of operators interested in partnering with the Port. As we describe in the recommendations and strategy sections, we recommend that the Port consider distributing a Request for Interest (RFI) and/or advertising the opportunity to identify potential operators.

Case Studies of EcoCenters

METHODS

Case study research was conducted to inform alternative operational and programmatic models for the future of the EcoCenter at Heron's Head Park. This study surveyed 20 environmental education EcoCenters along the West Coast. The information was detailed and logged in a matrix of case studies including details on programming, staffing, building maintenance, budgets, funding, and partners. (See appendix for entire matrix.) The gathered data provided insightful information regarding operations and management best practices for running EcoCenters today.

Of the 20 surveyed, 10 individual centers were selected for further research and investigation. The 10 centers were selected to include a range of operational and programmatic models. Selection was also based on five criteria. 1/ Similarity in size and program to the EcoCenter at Heron's Head Park, where possible. 2/ Public ownership. 3/ Operation by a second party. 4/ Center hosted in an "Eco Building". 5/ Adjacent park and/or wetland. Interviews were conducted with the Executive Director of each center to complete the matrix and to elaborate on models. This summary identifies the key findings from these interviews and draws conclusions that informed the models proposed in this report.

BEST EXAMPLES

Three researched EcoCenters stand out as valuable examples for the EcoCenter at Heron's Head Park.

The Brightwater Environmental Education and Community Center in Bothell, Washington is exemplary for its operational model: county owned, financed, and operated with additional contract programming through a non-profit. The Center uses city employees and wastewater user fees for operations. This model allows the center to offer programs to the public for free. The center contracts Islandwood, a nonprofit organization, to supplement internal programming and benefits from additional fund raising resources that the nonprofit contributes.

The Environmental Volunteers EcoCenter in Palo Alto, California presents a strategy to provide environmental education in the Bay Area. Building operations, management, and programming are conducted by a sole nonprofit organization through a \$1/year lease agreement with the City. A long-standing relationship between the City and the nonprofit organization assisted in establishing the partnership. The nonprofit assumes all responsibility for the center and the land surrounding the building property up to 60'. With an established relationship with a local corporation, the nonprofit receives annual contributions to support a

multitude of programs. A collaborative and enriching volunteer culture preserves a substantial volunteer base that hosts most of the Center's programming.

The Dungeness River Audubon Center in Sequim, Washington offers the most direct comparison for the EcoCenter at Heron's Head Park in terms of the current operations, management, and financial agreement. The center is operated by a single non-profit that collaborates with 3 additional partners: the tribe landowner, and the local and national Audubon Societies. The landowner assists in maintenance of the facility and surrounding park. The local Audubon Society partner originally contributed a minimum donation to assist with fund raising.

Our economic research found that the center currently operates with revenues of \$266,000. Our interview with the Center Director indicated that this budget supports 1 full-time and 1 part-time employee and an occasional Americorps intern that are able to coordinate and host a range of programs.

The Director suggested that the center would benefit from an additional employee to assist with volunteer and general coordination. Membership fees, fund raising events, and an endowment support baseline operating costs. Donations and summer camps provide the largest revenue sources after grants. Despite a limited staff and minimal budget, the center is open 6 days per week and has a small retail shop to provide additional amenities to visitors.

Brightwater
Center



Credit: Brightwater

Environmental
Volunteers
EcoCenter



Credit: KQED

Dungeness
River
Audubon Center



Wasell Gardens Photo By, Jessi Wasell
Credit: Jessi Wasell



PROGRAMMING

EcoCenters on the West Coast are open to the public to accommodate demand for environmental education. Centers are normally open 3-4 days/week, unless community interest financially supports extended business hours. Centers that provide self-guided tours, exhibits, and interpretive signage inside and outside the center serve as year-round educational tools even when the center is closed.

EcoCenters often host various programs to meet the demand for environmental education. Many utilize contracts with a single or multiple external operators to provide additional programming and to increase fund raising capabilities. Our research found that contracts can and should detail the number of programs offered, the total hours and students served, and a minimum fund raising contribution.

EcoCenters also serve as a hub for environmental education beyond the classroom. Centers facilitate fieldwork in surrounding park areas and are a meeting point for neighborhood shoreline cleanups. They often provide online educational material and rental materials/kits for teachers.

STAFFING

EcoCenters are able to host numerous programs through a committed small staffs and the assistance of many volunteers such as docents, curators, and interns. The staff often includes all or a combination of an executive director, site manager, rentals coordinator, grounds crews, and at least one educator. City-owned facilities benefit from having at least one part- or full-time City employee to ensure city goals are met. When a nonprofit assumes full responsibility, city-owned centers benefit from having an advisory committee that ensures goals are being met.

Typically an educator runs docent training programs to ensure top quality environmental education to the public. Strategic coordination of the volunteers and docents is critical to providing top-notch environmental education. The extent of this coordination requires a full-time Volunteer Coordinator on staff. Centers also benefit from having a full-time Communications Coordinator that recruits volunteers. This position could be combined with the Volunteer Coordinator.

BUILDING MAINTENANCE

The complex building systems and facilities requirements of the EcoCenter at Heron's Head Park differ from most other EcoCenters in the perpetual maintenance, servicing, knowledge, and fees required. Other facilities with similar systems typically contract out servicing as needed or are affiliated with a secondary facility that takes responsibility for consistent maintenance. This permits the operating organization to focus on programming. Where a single nonprofit organization serves as the comprehensive operator, there is often a \$1 /year lease agreement with the City or government entity. This lease typically requires the operator to perform maintenance of the facility and surrounding area. Park and wetland maintenance varies from staffed crews to contracted labor. For regular landscape maintenance on small sites, a 1-2 person full-time gardening staff can suffice. For extensive landscaping and building servicing, which for most centers tends to be occasional, EcoCenters prefer to contract servicing out on an as needed basis. Most EcoCenters host volunteer restoration workdays to assist with park/wetland maintenance.

PARTNERS

Partnerships between multiple nonprofits and city/county entities offer dispersed responsibilities for maintenance, fund raising, programming, and coordination. Partners are often the source for committed, annual contributions, internship programs, demonstration projects, and sponsorship. Partnerships typically benefit from an advisory committee composed of key members from each organization that meets quarterly to confirm, refine, and establish short- and long-term goals.

BUDGETS

EcoCenters have an average operating budget of \$200,000 for a 1-7 person staff size. Operating budgets primarily represent full-time employee salaries and labor. Part-time employees, interns, and volunteers significantly decrease budget requirements and promote use of raised funds and revenue for programming. Labor costs are further minimized by using nonprofit employees versus City employees. Secure budget sources minimize attention placed on fund raising and focuses funding on programming capabilities. Our research found that secure funding comes from city budget allotments, wastewater user service fees, and/or endowment annual interest.

Figure 2 represents the revenues from the latest publicly available report (2011 or 2012). Organizations included on the left side of the chart include those for which individual Internal Revenue Service (IRS) filings are available. These filings allow greater budget analysis, so these organizations are examined in more detail in subsequent charts.

Centers shown on the right side illustrate locations where: 1/ specific tax filings are not available by location (several centers are operated by nonprofits that provide

services in several locations and report their total agency budget information which cannot readily be separated by location), 2/ the locations are supported by public agencies that similarly do not report expenditures by location, or 3/ the site is operated by a private business (e.g., Acorn Naturalists) that does not have publicly available tax filings. The locations that fit into these categories are described below.

Brightwater Environmental Education and Community Center.

Brightwater Center is publicly-owned and partially publicly-operated, by the King County Wastewater Treatment division. Islandwood (non-profit) is the primary operator and operates programming with \$120,000 of agency funds, other grants, and fund raising. Islandwood runs numerous outdoor education programs, some of which utilize the Center. Islandwood's operating budget estimate for Brightwater Center alone is between \$2 million and \$3 million. NatureVision, another non-profit, also conducts programming out of the Brightwater Center along with other locations and is a smaller organization, operating on a budget of a few hundred thousand dollars.



ReThink Waste Shoreway Environmental Center. Funding for the Shoreway Center is provided by the South Bayside Waste Management Authority, a waste management authority with 12 member cities in San Mateo County, from Daly City to Menlo Park. The Authority's total budget is roughly \$40.5 million from waste and recyclables revenue. The Authority spends about \$200,000 on environmental education that takes place at the Center, with about \$60,000 spent to bus schoolchildren to the Center and on building supplies and about \$140,000 on two environmental education staff members.

Mercer Slough. The Center at Mercer Slough is jointly operated by the Pacific Science Center and the City of Bellevue. Pacific Science Center owns and operates a large math and science museum and other programs with an operating budget of close to \$30 million. The Center receives additional funding from the City of Bellevue, which supports both the Center's operations as well as the upkeep on the large nature preserve where it is located. While the operational budget is not known, with 13 employees, the Center likely requires \$1+ million in funds.

Shorebird Center is owned and operated by the City of Berkeley. It is part of the City's Marina Enterprise Zone which directs that marina revenues be reinvested into Zone infrastructure and in nature education. The Shorebird Center's budget is included within the city budget and is not readily separable. With 3 employees, the Center likely operates with a budget in the range of a few hundred thousand dollars.

Siskiyou Environmental Education Center is owned and operated by the Southern Oregon University Environmental Education program. Professors use the Center as hands on learning experience for students, with graduate students providing staffing for the Center. The Center provides environmental educational expertise for local schools and nonprofits, producing educational "kits" for curriculum and lesson enhancements along with other resources for educators. With students as staff members, the Center may be operated very economically, though specific budget information is not available.

FUNDING

EcoCenters with secure funding sources can host an increased number of programs and offer them to the public at little or no cost. When a secure funding source is not available, Centers often use a “Fee for Service” model to cover baseline costs. Our research found that the demand for environmental education can afford minimal service fees, but cannot support a for-profit model charging inflated rates.

Alternative programming has higher profit margins. Summer camps generate the largest revenue source. Facility rentals also generate a large revenue source but require staffing for event hours. Destination events, birthday parties, facility rentals, and fund raising festivals generate a large revenue source and engage the community at the center throughout their daily lives. Our research suggested that coordination of these events requires a part- or full-time Facilities Coordinator position where possible.

The Executive Director of most centers conducts fund raising. A grant writer is normally contracted for 15-20 hours/month. Individual grants are often identified and received to support specific programs such as internships. Membership fees, donations, and other individual contributions add to the overall budget. Unique relationships with corporate sponsors or established donors result in generous annual contributions.

A review of revenue sources indicates that the case study-organizations rely on government, foundation and corporation grants and donation for their primary revenue source. An endowment may provide a significant revenue source while sales or other revenue-generating activities supplement these more stable sources.

Figure 3 illustrates revenue types and their relative proportions of total revenue by organization. Grants and contracts – including grants and contracts from governments, foundations, and corporations and donations make up the vast majority of funding for the organizations. This funding type averages 81 percent of total revenue and makes up 100 percent of revenue for one entity. The second largest revenue source is investment revenues (on average, 14 percent) which include dividends, interest and royalties. For certain organizations with established endowments, investment income makes up a far more significant percentage of total revenue (as much as 30 percent of total revenue). Revenue-generating including retail sales and event rentals averaged 4 percent for the group.

Figure 4 illustrates expenditures by case study. A review of expenses indicates that on average 73 percent of expenses are for programming services, 16 percent supports management and administration (including expenditures on building operations and maintenance) and 10 percent supports fund raising efforts.

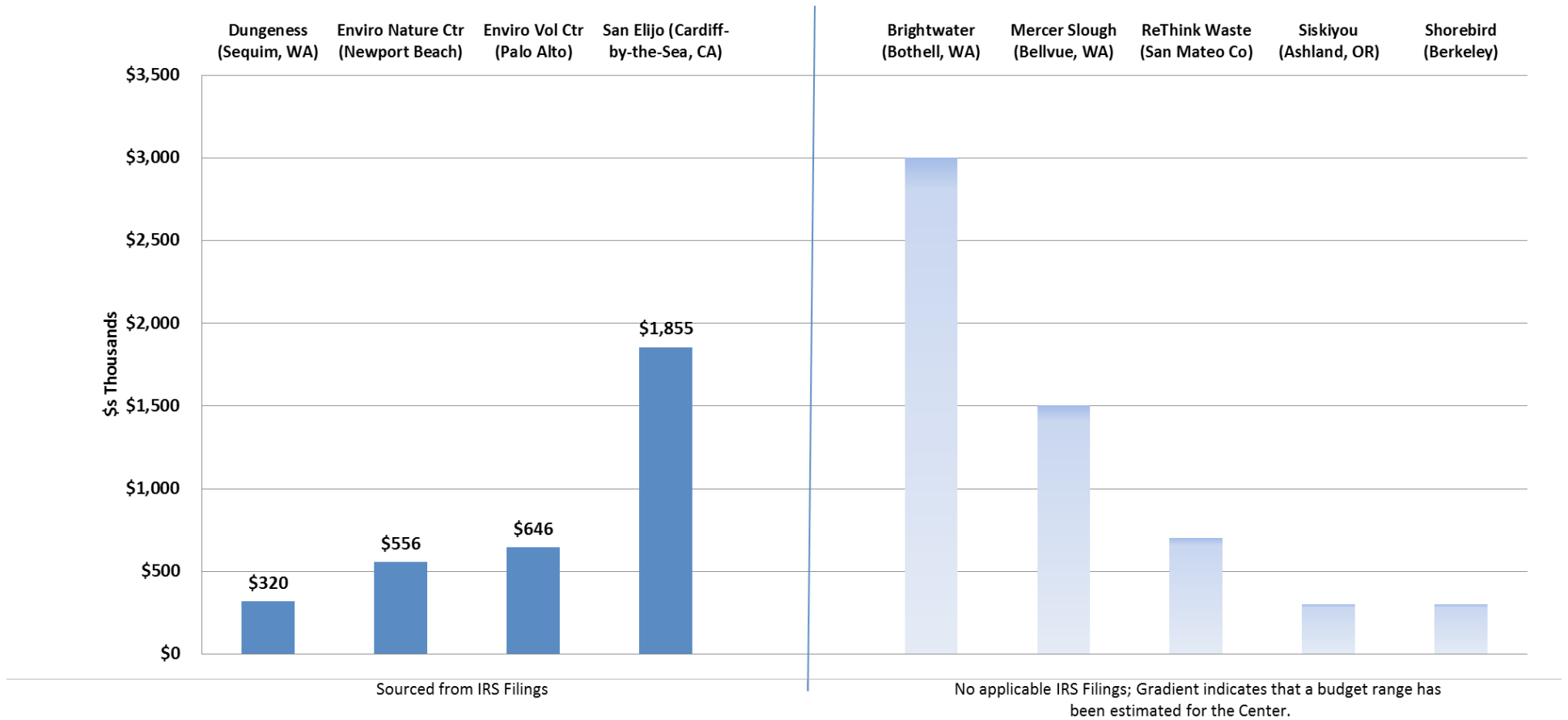


Figure 2. Latest reported annual budgets or estimated budgets. (Source: IRS Forms 990.)

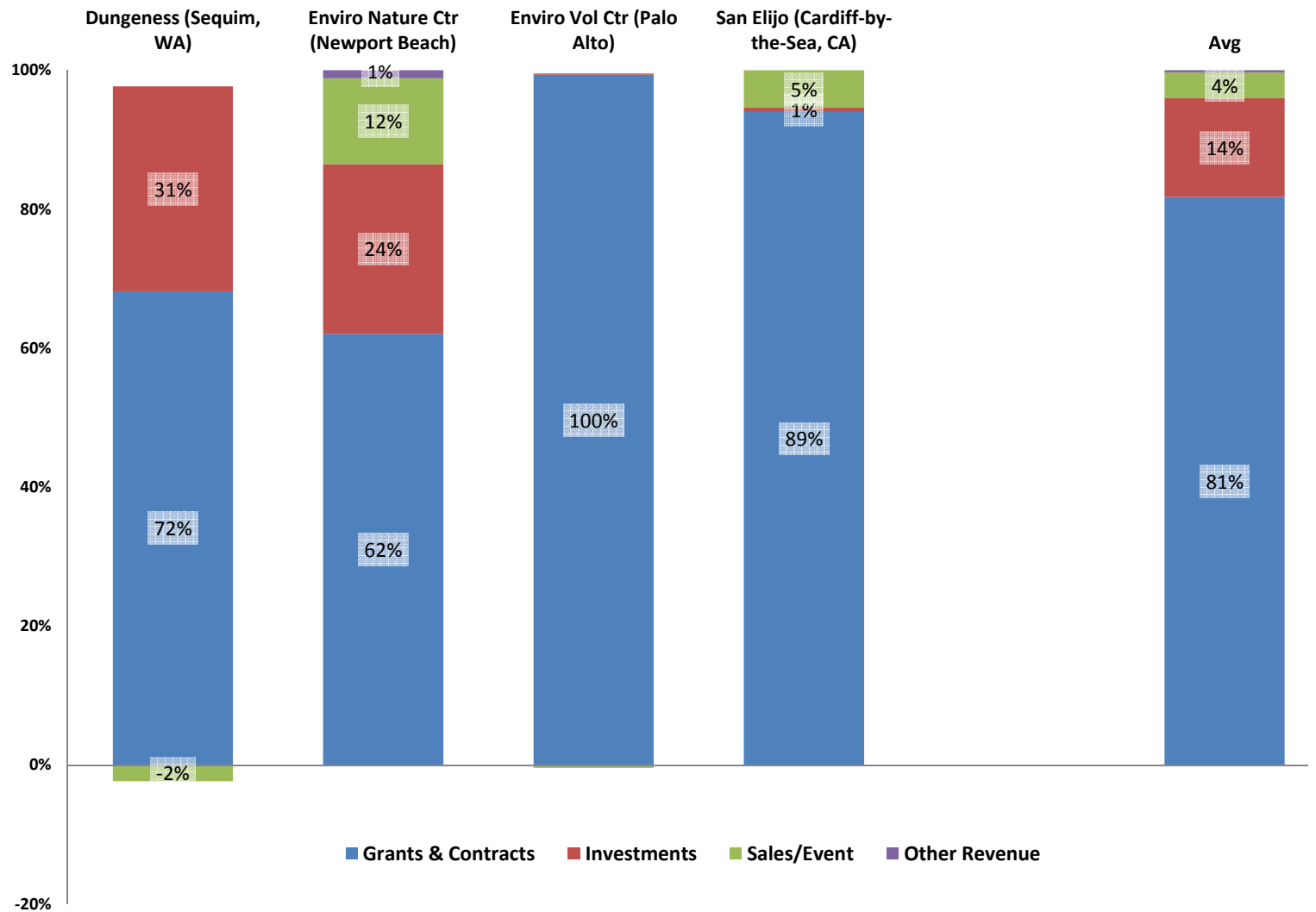


Figure 3

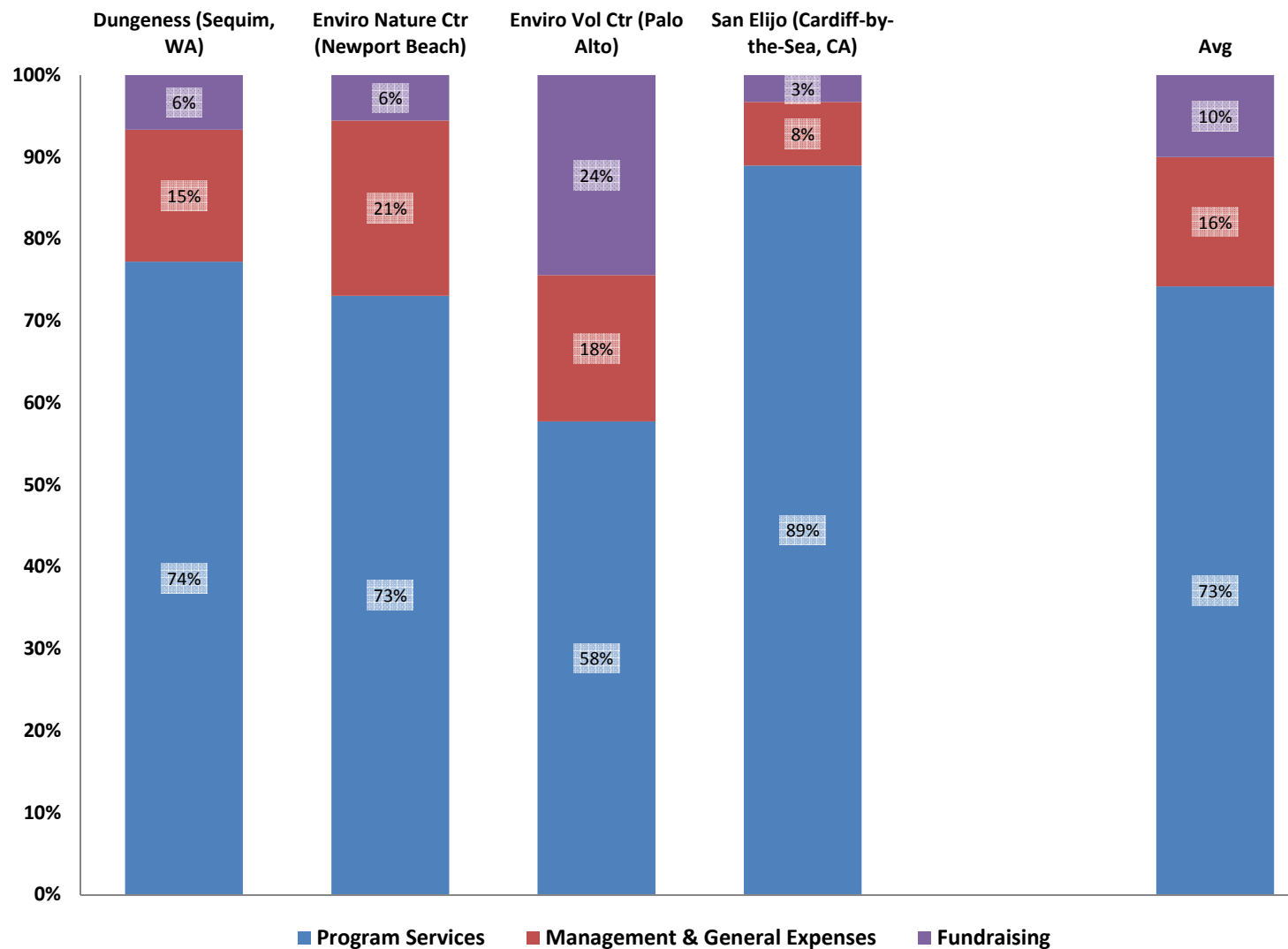
Revenues by type by
EcoCenter and average

Source:
IRS Forms 990.

Figure 4

Expenses by type by
EcoCenter and average.

Source: IRS Forms 990.



EcoCenter Budget Summary

CURRENT BUDGET

LEJ built the EcoCenter in 2010 for a cost of about \$1.6 million (funded through grants and other sources). The most recent allocation of Port funding for operations of the EcoCenter and Heron's Head Park summed to \$83,000 (for the nine-month period between October 2012 and June 2013) or \$117,600 on an annualized basis. In addition, the Port funded Recreation and Parks Department (Rec & Park) youth programming at the Park and EcoCenter with a grant of \$68,000 for Greenagers and Youth Stewardship Program (YSP) for a fiscal year. In all, the Port is spending about \$185,000 (on an annual basis) for building operations including college-level educational opportunities, impromptu tours and public communications, limited nursery management and restoration/stewardship consultations, and youth programming through Rec & Park with support from LEJ.

BUDGET REQUEST

The current funding agreement is intended to continue to operate the site on an interim basis and does not reflect a desirable level of maintenance and programming for the site. While a "desirable" level of maintenance and programming has not yet been defined, program and maintenance operators at the site have estimated augmentations to the current funding agreement.

Specifically, additional funding for:

- Paid internships to support building operations, maintenance and expanded educational opportunities and a capital reserve fund and
- A much higher level of restoration, stewardship, and park and volunteer management.

Figure 1 illustrates an estimated budget with augmentations to the current site funding for the above bullet points. It sums to about \$385,000.¹ Note that this budget summarizes interviews and does not reflect a recommendation.

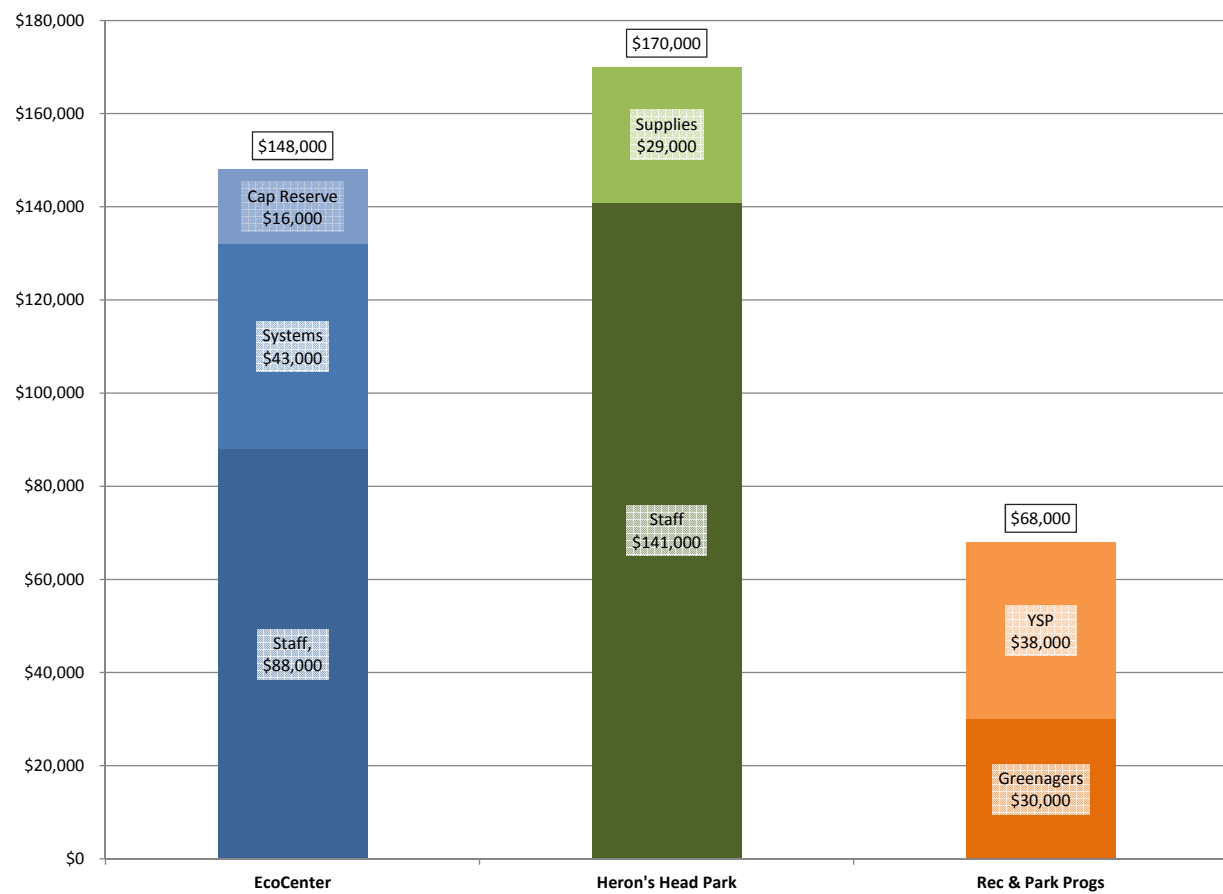
FUTURE BUDGET

The EcoCenter case studies indicate that the current and requested budgets from \$200,000 - \$400,000 are generally within the range of the operating budgets of similarly sized EcoCenters. Specifically those with outdoor management and programming. The proportion of operating budgets allocated to programming, building maintenance, and other costs varies by location and reflects the priorities of the funders and community interest, as discussed in more detail below.

¹ Note that this estimate does not include an exploration of augmentations to the Rec & Park programming at this time, though that may be an area of exploration, as comprehensive programming at the site is considered with a partner.

Table 1.

Expanded budget for paid internships and park stewardship.



Models of Operation & Governance

To continue baseline operations and management of the EcoCenter and its systems, an operator needs to be present daily. Programming at the EcoCenter will require an operator as well. Program operators can range from full-time management positions to multiple occasional hosts operating various programs. Multiple hosts will require a full-time program coordinator in addition. Operations of building servicing and maintenance and programming can be completed by a single, separate, or multiple separate entities.

The precedent case studies and economic analyses informed 5 potential models of operation that utilize different governance structures. Governance structures of the models are explained here using the governing responsibilities required by each partner to fulfill necessary positions.

MODEL 1: PORT

1/ Full-time comprehensive facilities coordinator (Port EE)

1/ Full-time building services and maintenance operator
(Port Maintenance Division or other)

1-many/ Contract sub-consultants/technicians

1-many/ Part-time Program providers

- The Port would assume all responsibilities for the building operation and the programming.

- The Port would be the primary investment source. Additional program providers may also contribute sources of external funding.

- A single comprehensive coordinator as a Port employee oversees and schedules servicing, maintenance, and programming at the EcoCenter. The coordinator would oversee requests for events and coordinate all events from program providers. Advertising the EcoCenter to attract providers would be a critical role of the comprehensive coordinator.

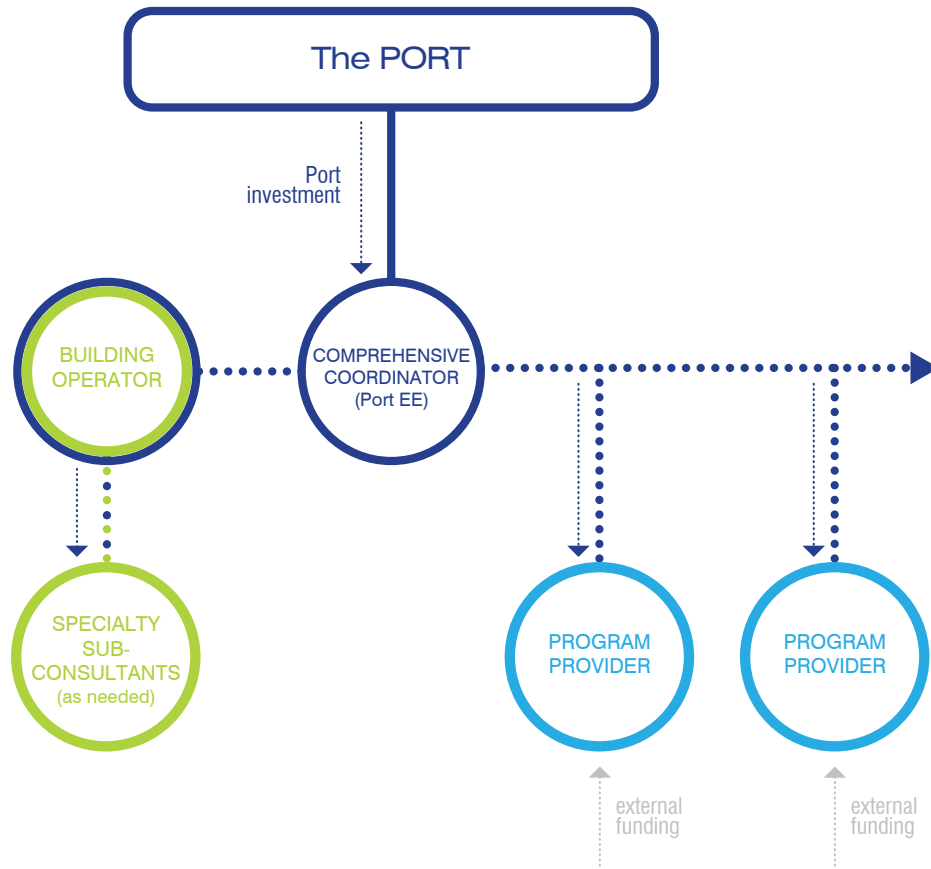
- The coordinator would be responsible for managing the center during open hours of operation, events, and rentals.

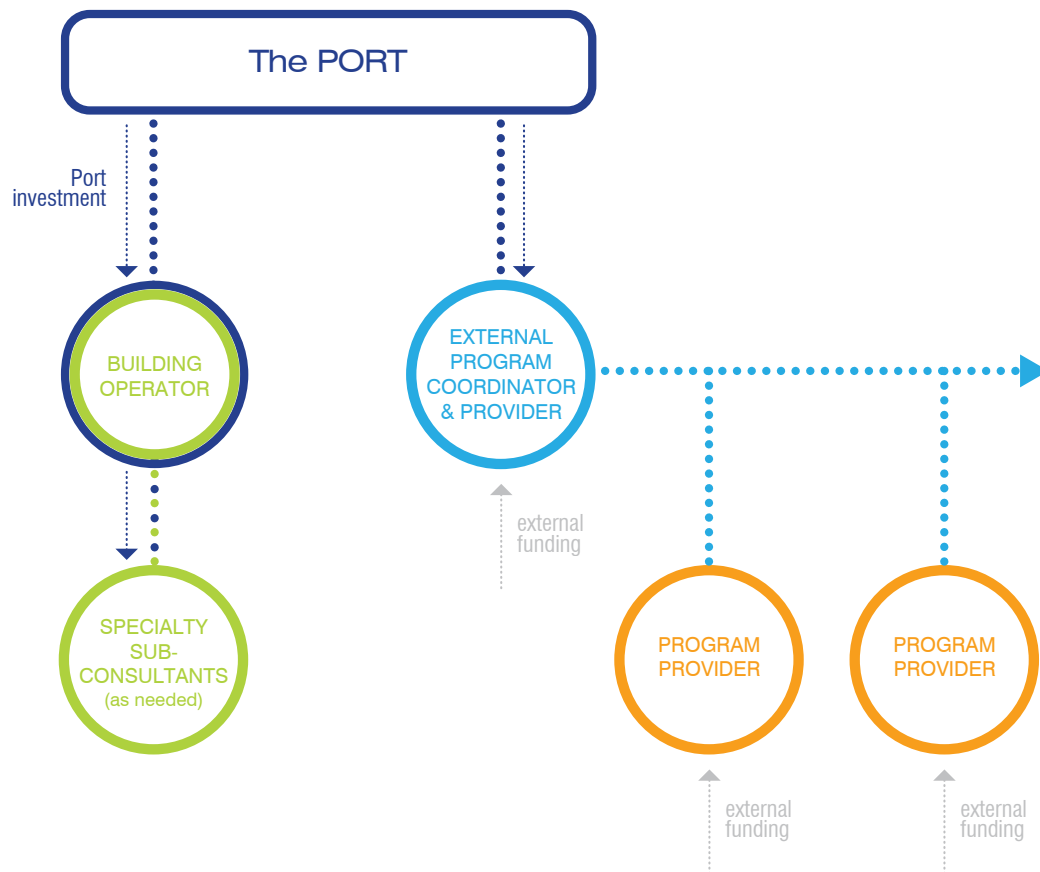
- Contracts with external program providers could offer additional programs could require a percent or minimum fund raising contribution to increase capabilities.

- The building operator should be proficient in green building technologies and sustainable energy and utilities. This could be a Port employee or external operator. The Port would need to train employees in green building technologies and sustainable energy and utilities for the building operations position.

- A building operator should visit or occupy the EcoCenter daily to ensure consistent operations.

- Specialty sub-consultants would be contracted as needed for additional building services operation.





MODEL 2: PORT & OTHER(S)

1/ Full-time building services and maintenance operator
(Port Maintenance Division or other)

1-many/ Contract sub-consultants/technicians

1/ Full-time program coordinator and provider

1-many/ Part-time Program providers

- Building maintenance and programming responsibilities are delegated to 2 operators.
- The Port could assume all responsibilities for the building system operation, or use an external consultant.
- The Port would need an internal employee proficient in green building technologies and sustainable energy and utilities.
- The staff member should visit or occupy the EcoCenter daily to ensure consistent operations.
- The Port would be responsible for the building systems budget. The Port would also contribute funding for the program provider to coordinate the programming at the center.
- The program provider/s would coordinate, operate, and fund raise for all programming occurring at the Center. They would be responsible for coordinating the building schedule with the building operator.
- In addition to providing their own programs, the program coordinator/provider could coordinate with other providers to increase the total program offerings at the facility.
- The entity assuming the program coordinator position should have a mission to provide a well-rounded variety of environmental education programs.
- The program coordinator would be responsible for coordinating all of the fund raising to host their programs.
- Fund raising would likely come from multiple sources.

MODEL 3: SINGLE EXTERNAL

1/ Full-time comprehensive operator

1/ Full-time building services and maintenance operator

1-many/ Contract sub-consultants/technicians

1/ Full-time program coordinator and provider

1-many/ Part-time Program providers

- If a single external operator is interested and has the capacity to meet the identified requirements, we would recommend that the Port seriously consider this model.

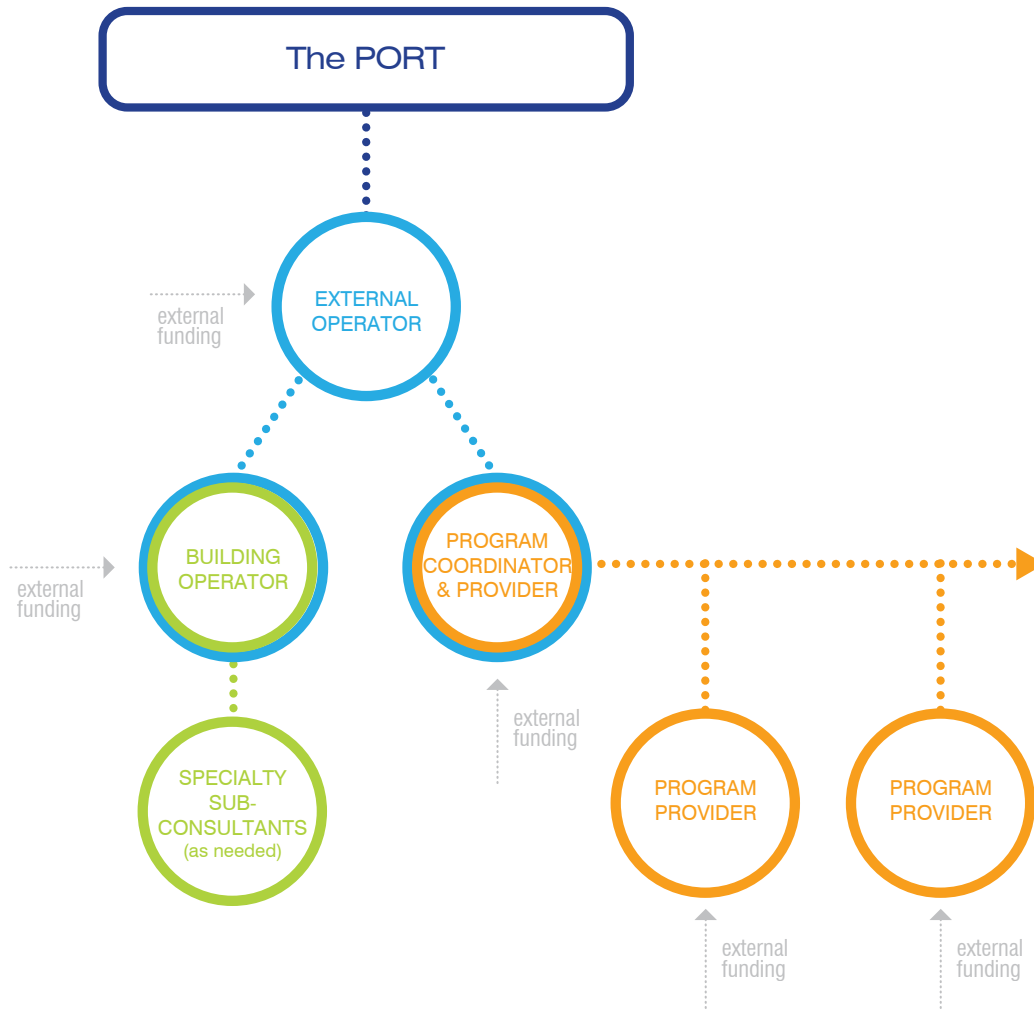
- Structure of the initial agreement between the Port and LEJ, where a single operator performs all operations, maintenance, and programming. They contract out where possible and/or necessary.

- The operator should have sufficient knowledge and capacity to perform the perpetual maintenance, servicing, and fees required to sustain the complex building systems.

- The operator should be a well-established entity already hosting educational programs in the Bay Area market to ensure that varied programming is offered in addition to servicing.

- The operator would be responsible for coordinating, operating, and fund raising for all programming occurring at the Center. They would be responsible for coordinating the building schedule with the building operator.

- In addition to providing their own programs, the program coordinator/provider could coordinate with other providers to increase the total program offerings at the facility.



Strategies

Following the sustainable methods, we have identified three primary strategies that will promote existing assets of the EcoCenter and ensure the preservation of environmental education at the EcoCenter in the future.

1/ Employ site assets to develop a wide menu of available programs

Located in Heron's Head Park on the San Francisco Bay, the EcoCenter derives benefits from assets of the Park. These include bay views, adjacent trails and wetlands, numerous bird and wetland species, areas for restoration, and a recently restored parking lot and picnic area.

Waterfront access and open space on the southeastern shoreline of San Francisco is limited. For the last century, port activities have been the dominant land use. Heron's Head Park is one of the few exceptions. The site's functioning ecology, shoreline access, recreational attractions, distinct history, and EcoCenter make Heron's Head Park a destination waterfront park in San Francisco.

Heron's Head Park currently serves a variety of users for walking, hiking, picnicking, stewarding, and birding. As one of the few open spaces in this area providing natural habitats and shoreline recreation, the park is also a signature park on the Blue Greenway. It is a valuable resource for the southeastern neighborhoods that should be enhanced and promoted.

The green building systems and location of the EcoCenter are unique amongst other centers on the west coast. The building has 4 distinct systems.

- 1/ A rainwater harvesting system and garden/irrigation area.
- 2/ A waste water eco-machine.
- 3/ A living roof.
- 4/ Solar panels.

Combined in one facility, the systems serve as unique assets that make the EcoCenter a valuable resource for environmental education, literacy, and stewardship in the San Francisco Bay Area. The building systems should be preserved and used to leverage the EcoCenter as a site for a wide variety of programs.

Developing a functional relationship between the EcoCenter and the Park would employ existing assets to incorporate the park's unique history, birding, scientific components, habitats, and wetlands into a comprehensive educational program. Advanced, interactive signage in the building and throughout the park should display information about the building and park assets. This signage would increase the accessibility of the EcoCenter and would educate visitors during both open and closed hours of operation.

Our research identified programs for EcoCenters in 3 typical categories. 1) Typical, 2) Unique, and 3) Revenue generating. This list provides a menu of potential programs the Port could consider offering at the EcoCenter. Associated with the menu are capital improvements that would improve the capacity of the EcoCenter and Heron's Head Park to offer additional programs.

Additional capital improvements would increase the capabilities of the EcoCenter to host a multitude of programs. Interviews with existing stakeholders suggest that the Port consider upgrades that improve the overall ability of the EcoCenter to provide state-of-the-art environmental education.



1) TYPICAL

Exhibits
Youth programs
Internships
Self-guided tours & signage
Public education programs
Volunteer restoration
Research Offices
Retail

Workshops & classes
Field trips
Tours
Rental curriculum kits
Service learning & training
Recreation
Volunteerism

2) UNIQUE

Green building conferences
Local food sourcing for events
MarshCAM

Hub for shoreline cleanup
Citizen science projects

3) REVENUE GENERATING

Summer camps
Fund raisers

Birthday parties
Facility rentals

INTERIOR CAPITAL IMPROVEMENTS

Coat racks, cubbies, cupboards, shelving and drawers
Storage for educational material
Storage for facility rentals
Video monitor display system
Transport carts for deliveries
Kitchen & sink
Window coverings

EXTERNAL CAPITAL IMPROVEMENTS

Advanced bird and habitat interactive signage
Outdoor classroom
Shade
Volunteer station and storage
Expand picnic area adjacent to building
Site history & formation information

2/ Identify and Develop partnerships to increase programming and fund raising capabilities

Research suggests that programming capabilities result from strategic partnerships that contribute to a well-rounded menu of available community resources. A range of partners could support different governance structures for operating and programming the EcoCenter. These entities may include local and regional agencies, non-profits, museums, cultural institutions, science centers, institutions, city departments, public utilities, waste facilities, and corporations. Engaging a range of partners could increase the total capabilities of the EcoCenter.

The Port should consider a Request for Interest to gauge interest from entities able to assume responsibility as a partner, operator, and/or sponsor, either part- or full-time. Respondents may be interested in using the EcoCenter as their new home, a field station, a demonstration project, an educational facility, or a venue in which they host occasional programs. The RFI would assess possible entities as partners to support a sustainable operational structure.

3/ Support community engagement through volunteerism and public events

The Port of San Francisco and LEJ envisioned and constructed the EcoCenter as an environmental and educational resource for the Bayview and surrounding southeastern neighborhoods. Resulting from the design, construction, and years of operations, a constituency group for the EcoCenter has developed. This group includes investors, employees, volunteers, community groups, youth, city departments and agencies, and visitors.

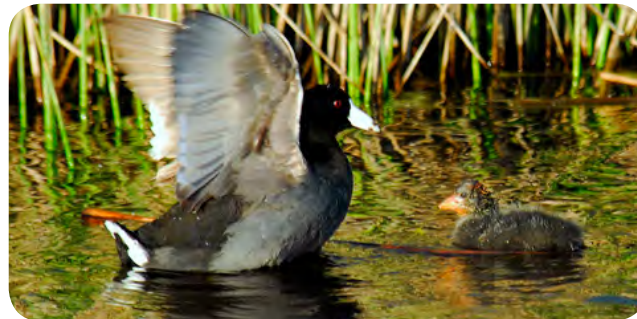
The group's generous investments, knowledge, commitments, and relationships should be retained and promoted as valuable resources for the EcoCenter's future. It will be critical to strategically engage the constituency group and broader community as the EcoCenter evolves. Preserving their involvement will encourage a sustained volunteer base and support for accessible programs and amenities. The Port should consider a model that builds upon and expands existing relationships with City College, the Rec and Parks Department, and LEJ.

GROUPS FOR OUTREACH & ADVERTISEMENT

- Science and education trade magazines
- Natural resource magazines
- Environmental group mailing lists
- Bay Area green building trade publications
- Building systems vendors
- California Regional Environmental Education Community
- University environmental science and education departments

MISSIONS OF POTENTIAL PARTNERS

- Environmental science and education emphasis
- Commitment to parks, recreation, and open space
- Stewardship promoting native plants and habitats
- Urban habitat restoration
- Youth leadership development
- Community engagement
- Environmental justice promotion
- Green building technology and training
- Sustainable energy and utilities



Recommendations

Environmental education can stimulate stewardship, community, and restoration if sustainable operations and management strategies make environmental resources accessible and engaging to a range of audiences. Our research and analysis of existing operational models and programmatic elements at successful environmental education centers, as well as interviews with existing stakeholders, provide 12 lessons and suggested next steps for the EcoCenter in Heron's Head Park.

1. Keep the Building Alive

The green building systems and location of the EcoCenter in Heron's Head Park are unique amongst other centers on the west coast. The Port and its future partners should preserve this distinct asset for the benefit of the southeastern neighborhoods and the San Francisco Bay Area as a whole.

2. Retain Existing Resources

Over the years the EcoCenter has formed a committed constituency group. In the interim agreement, City College has developed extensive knowledge of the building systems. The Recreation and Parks Department has also organized two successful youth stewardship programs. The generous investments, knowledge, commitments, and relationships of these two organizations and other groups should be retained as the EcoCenter transitions forward.

3. Divide Responsibilities

The complex systems and facility requirements of the EcoCenter at Heron's Head Park differ from most other EcoCenters in the perpetual maintenance, servicing, and knowledge required. Research found that a single non-profit is often overwhelmed by these requirements when combined with programming responsibilities. As a result, facilities with similar systems typically contract out servicing as needed or are affiliated with a secondary entity that takes responsibility for consistent maintenance. Going forward, the separation of building systems operations and programming responsibilities is recommended.

4. Recognize Minimum Operational Cost and Funding Need

Funding needs are related to the scale and nature of the EcoCenter, the extent of the surrounding parklands and open space, the complexity of maintenance and restoration, and the ambitiousness of the programs. Funding availability is, however, typically the constraining factor. The large majority of funding for EcoCenters - 82% on average among EcoCenters studied – is raised through donations, grants, and contracts from governments, foundations, and corporations. As a result, the sustained financing of EcoCenter operations is typically dependent on the ongoing commitments of the public sector, foundations, or corporate sponsors. In the case of Heron's Head Park, the importance and complexity of the building systems and the need for at least a basic level of programming make an annual budget of about \$200,000 (marginally above the funding in interim agreement), the basic minimum for "keeping the building" alive. This level of funding would support building operations and maintenance, building tours, a capital reserve, and ad-hoc programs at the Eco-Center and landscaping supplies and one part-time staff member to maintain Heron's Head Park. Costs for building operations and maintenance are estimated to be about \$115,000, costs for building programming including keeping the building open for impromptu tours and providing educational opportunities for college-level students are estimated at \$30,000, costs for Heron's Head Park supplies (tools and plants) are estimated to be about \$30,000, and costs for a part-time restoration manager or landscaping assistant are estimated to be about \$25,000.

5. Looking Beyond the Basics

Both the interim operators of the EcoCenter and the review of other case studies suggest the importance of additional investments. For the EcoCenter to reach its full potential, a seven days-per-week operation is ideal. This involves a broad range of programming and building, landscape, and habitat maintenance. The interim operators suggested an expanded option with a budget closer to \$375,000 annually, including both building operations and public/educational programming. The case studies indicated three annual budget scales for West Coast EcoCenters. 1) $\leq \$150,000$. 2) $\$150,000 - \$650,000$. 3) $\geq \$650,000$. One goal for Heron's Head should be to increase its funding within the Type 2 budget scale. The additional funding would ensure a sustained level of building operations maintenance, expand programming and hours of operation, and support additional investment in landscaping and habitat restoration.

6. Partner with a Non-profit Organization/s

Research found that a range of partners currently supports successful EcoCenters. Partnerships between multiple nonprofits and city/county entities offer dispersed responsibilities for maintenance, fund raising, programming, and coordination, consistent with organizational strengths. Consistent with the concept of “divided responsibilities”, nonprofits are well-positioned to play a critical role in the programming, fund-raising, and community awareness functions. Nonprofits’ ability to engage volunteers and more flexible labor expenses, relative to public sector entities, further underlines the importance of their engagement in Heron’s Head Park and at many other EcoCenters.

7. Provide Secure Funding (if possible)

Secure, base funding provides stability to EcoCenter operations and allows for long-term planning. Case study research found that some EcoCenters with secure funding were able to host an increased number of programs and offer them to the public at little or no cost. In these cases, secure funding comes from city budget allotments, wastewater user service fees, and/or endowment annual interest.

8. Host Revenue Generating Programs

Research found that summer camps generate the largest revenue source from programming. Destination events, birthday parties, facility rentals, and fund raising festivals generate the second largest revenue source from programming and engage the community at the center throughout their daily lives. The Port should encourage an operator to host a range of programs that activate and financially support the EcoCenter at least 5 days and ideally 7 days/week.

9. Support Volunteerism

EcoCenters are able to host numerous programs through committed small staffs and the assistance of many volunteers, docents, curators, and interns. These programs often include exhibits, workshops & classes, youth programs, field trips, internships, tours, self-guided tours & signage, rental curriculum kits, public education programs, service learning & training, volunteer restoration, and recreation. Retail Operating budgets primarily represent full-time employee

salaries and labor. Part-time employees, interns, and volunteers significantly decrease budget requirements and promote use of raised funds and revenue for programming, operation and management, and capital improvements. Strategic coordination of the volunteers is critical to providing top-notch environmental education. Our research suggested that coordination of these events requires a part- or full-time Facilities Coordinator position where possible.

10. Invest in Capital Improvements

Interviews with existing EcoCenter stakeholders suggest that a set of capital improvements would improve the capacity of the center and the Park to offer additional programs. Our research found one primary improvement that the Port should consider: advanced, interpretive signage. This signage would increase the accessibility of the EcoCenter and would educate visitors during both open and closed hours of operation. It would develop a functional relationship between the EcoCenter and the Park that would employ existing assets to incorporate the park’s unique history, birding, scientific components, habitats, and wetlands into a comprehensive educational program. The Port could consider investing or supporting investment from a future operator to install improvements.

11. Issue a Request for Interest

The Port should consider advertising a Request for Interest to identify entities able to assume responsibility as part- or full-time operators. Respondents may include local and regional agencies, non-profits, museums, cultural institutions, science centers, institutions, city departments, public utilities, and waste facilities, or combinations. Our research suggests that a for-profit entity will not respond to such an RFI. The ideal respondent would likely be a single entity or partnership that has the capacity and skill set to oversee or perform the complex building system operations and also to conduct/oversee programming, fund-raising, and volunteerism. Ideally, this entity/partnership will be able to fund a large portion of the annual budget.

Appendix

- Case Studies
- EcoCenter Detailed Budget
- EcoCenter & Park Images
- Case Study Data Survey Matrix

Selected Case Studies

Of the 20 case studies surveyed, 10 individual centers were selected for further research and investigation. The 10 centers were selected to include a range of operational and programmatic models. Interviews were conducted with the Executive Director of each center to elaborate on existing models. The case studies presented here identify the key findings from the interviews.

EcoCenter at Heron's Head Park

Location:

San Francisco, California

Owner:

City owned land (Port of San Francisco)

Operator:

Second Party - LEJ (Literacy for Environmental Justice)

Description:

The first environmental justice education facility in bay area constructed to be 100% off the grid and provide educational and outdoor opportunities for the residents of Bayview Hunters Point. The unique and innovative building systems provide an inspiring model for green building to empower and promote an eco-literate population.

Site Size: 24 acre park

Wetland park with waterfront trails, bird blinds, native plant restoration areas, shoreline pathways, dog run, picnic areas, and trail connections to the Bay Trail and Blue Greenway

Eco-Building: 1,500 sf

- rainwater harvesting
- living roof,
- wastewater eco-machine
- solar panels
- native garden / irrigated area

Hours of Operation:

Monday, Wednesday, Friday, 7a–5p

Saturday, 10a - 1p

Programs:

- Recreation
- Building Tours
- Ongoing site restoration by volunteers & City College
- Facility rentals
- School programs
- Field trips
- Internship programs
- Volunteer site restoration





Partners:

- Rec and Park Department
- City College
- Bay Natives

Staffing: 4 total

- 1 part-time Project Manager
- 1 part-time Operations Technician
- 1 part-time/as needed Nursery Manager
- 1 educator/assistant

Maintenance:

Port of San Francisco, LEJ volunteers, contract as needed

Funding:

- RPD programs funded by the Port and California Conservation Fund
- Port of San Francisco
- LEJ fund raising

Operating and Maintenance Budget: \$250,000

The Port of San Francisco, RPD budget and fund raising, LEJ fund raising

- \$100,000 labor
- \$150,000 building operations and maintenance
- Additional \$68,000 for RPD programming

Elements to Retain:

- RPD Youth Stewardship Program and Greenagers
- City College involvement and expertise

Notes/Summary:

The EcoCenter is currently under an interim grant agreement between LEJ and the Port of San Francisco as the center transitions to a new operations and management model. The unique building systems that require substantial servicing and frequent maintenance hindered LEJ's capacity to operate the building and provide educational programming. Programming that is currently operated by the external operator, the Rec and Park Department. The RPD programs are gaining traction and are valuable components to retain.

In the interim agreement, the Project Manager and Operations Technician have done extensive work to document the systems and associated requirements for operating the EcoCenter on a daily basis. They have identified baseline operations costs, staffing, and upgrades that would ensure the center could continue to function. Daily maintenance is required and simple capital improvements would increase the center's capacity to host a variety of programs.

Acorn Naturalists

Location:

Tustin, California

Owner:

City owned land

Operator:

Second Party - Acorn Naturalists (private business)

Description:

Acorn Naturalists is a science and environmental education supply company. The facility is used for environmental education retail products (in-house and catalog sale) and the offices of The Acorn Group. The Acorn Group is a consulting firm specializing in advancing the field of museum design, outdoor education, playscape design, trail media, exhibit design, strategic planning for education, and program evaluation.

Site Size: .25 acre

- Native garden and pond
- Land is leased from the city

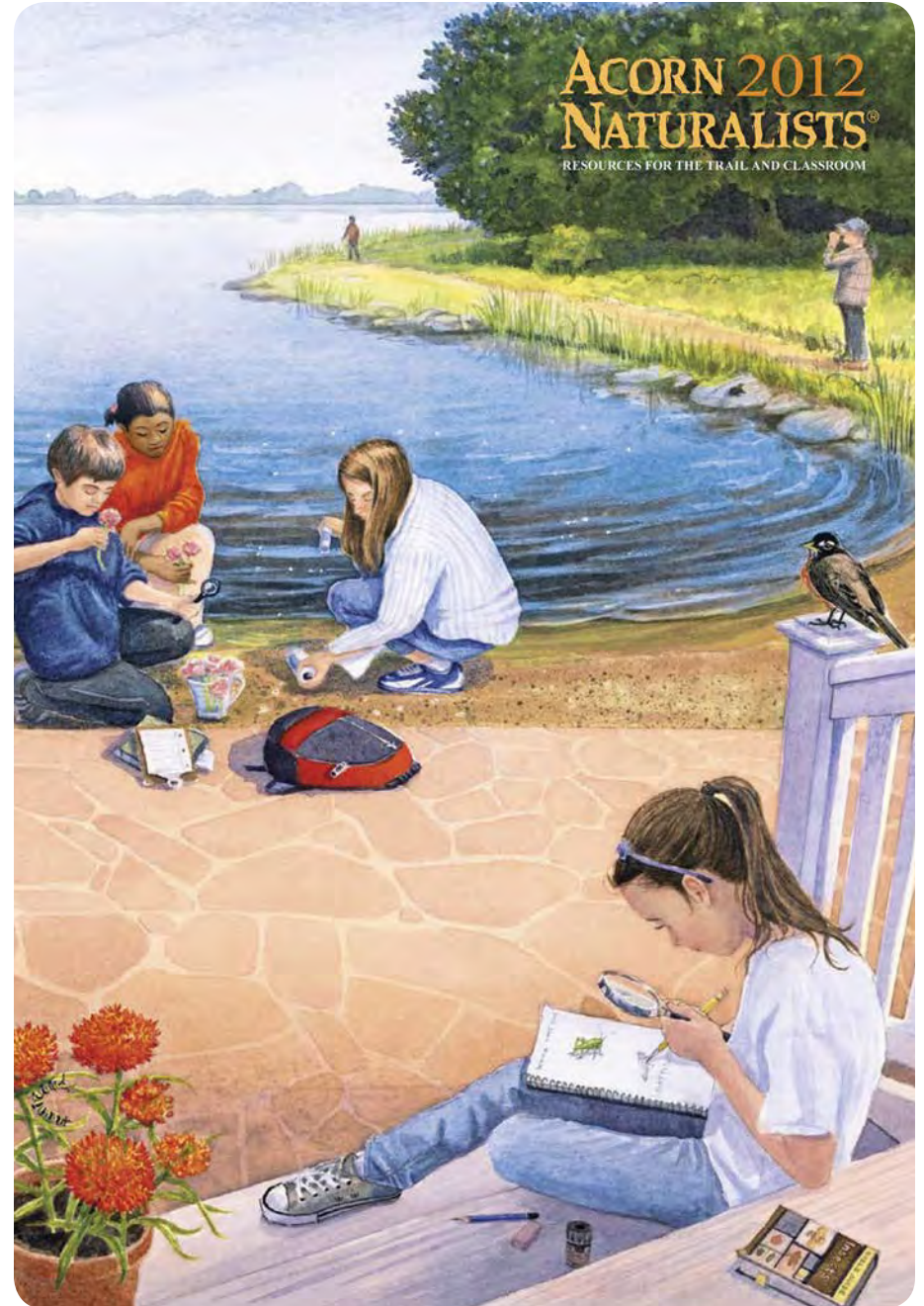
Hours of Operation:

Monday – Friday, 7a–5p

Saturday, 7a–5p

Programs:

- Facility rentals for education programs
- Business offices: sales, shipping, consulting
- Retail





Partners:

N/A

Staffing: 9 total

Nine full-time employees

Maintenance:

In-house for native garden and contracted out

Funding:

- In-house retail sales
- Design and consulting services
- Print catalog supply company

Operating and Maintenance Budget:

Unknown

Transferable Elements:

- Retail: minimal revenue
- Symposiums
- Providing classroom for other organizations to host programs

Notes/Summary:

The owner is very knowledgeable on environmental education centers and indicated that for-profit models do not work as a pure educational model. Educational budgets do not support fees substantial enough to support private enterprises. Additional components for revenue generation are required as part of a for-profit model.



Brightwater Environmental Education & Community Center

Location:

Bothell / Woodinville, Washington

Owner:

King County (public)

Operator:

Brightwater Environmental Education Center

Second Party – IslandWood (nonprofit) (contract): additional programming

Description:

Clean water interpretive facility provided to educate and motivate the public to encourage environmental stewardship and to build community.

Site Size: 70 acre park

Wetland with 3 miles of trails, paths to natural ponds, fed by 3 different creeks (recreated 2 creeks), restored wetlands area, open grass area, frontscape: 5 storm ponds, right across street from main pond goes into culvert to Little Bear Creek (important habitat creek) high restrictions and standards

Eco-Building: 15,000sf

- LEED Platinum certified
- Solar panels
- Reclaimed water
- Facility accommodates 260 people

Hours of Operation:

Monday – Thursday, 10a–4p

Programs:

- Recreation
- Tours
- Workshops and events
- Retail
- Metro bus transportation for school trips
- Teaching material
- Ongoing site restoration by volunteers
- Research offices
- Facility rentals





Partners:

- IslandWood
- Friends of the Hidden River
- Local universities (graduate research in wastewater treatment)

Staffing: 20 total

- 3 full-time employees: Site Manager, Director, Rentals Director
- 1 daily janitorial employee (through treatment plant)
- 1 part-time employee, site monitors for rentals
- 1 intern/part-time help
- Gardening staff: 2 full-time and 2 seasonal employees
- Contract with IslandWood:
 - 3 employees + 6 interns/part time educators, 1 part-time grant writer (25%)

Maintenance:

King County wastewater treatment employees

Funding:

- King County budget
- IslandWood fund raising
- Summer camp fees
- Facilities Rentals fees (estimated \$25,000 gross annually)

Operating and Maintenance Budget: \$475,000

County budget and nonprofit fund raising

- \$275,000 labor
- \$200,000 non-labor (IslandWood contract, facility overhead, and programs)

Transferable Elements:

- Contract with nonprofit to increase programming and fund raising capabilities
- Partnership with local universities for research
- A secure operating budget

Notes/Summary:

King County created the Center in response to community requests for an environmental education center as part of the Brightwater Treatment Plant mitigation negotiations. County users' water fees financed the building construction and continue to provide an operating budget to host programs. A secure operating budget allows programs to be free to the public, minimizes fund raising efforts, and maximizes programming capabilities.

The center has a detailed contract with Islandwood, an outside nonprofit, to increase the total number of programs offered and fund raising generated. The contract dictates the number and types of programs that Islandwood will offer, as well as the minimum annual goals for student counts and fund raising.

alternative models for the EcoCenter
Heron's Head Park

Dungeness River Audubon Center

Location:

Sequim, Washington

Owner:

Jamestown S'Klallam Tribe (tribal)

Operator:

Second Party – Dungeness River Center Foundation (nonprofit)

Description:

Center provides scientific exhibits, hands-on displays, physical specimens, classroom study aids, and reference library materials.

Site Size/Building: 28 acres / 1,600 sq ft

Contains second steepest river in US, Tribe owns to center of main river channel: flood shifts river 200 ft – over 1 mile area

Hours of Operation:

Tuesday – Saturday, 10a–4p

Sunday, 12p–4p

Programs:

- Recreation
- Events
- Retail (gift shop)
- Art installations/exhibitions
- Facility rentals
- School programs
- Field trips
- Adult classes and presentations
- Citizen science projects (bird counts)
- Internship program (college students)
- Research offices
- Summer camps

Partners: **Memorandum Of Understanding (MOU)**

- MOU – River Center Foundation,
- Jamestown S'Klallam Tribe,
- Olympic Peninsula Audubon Society,
- National Audubon Society (NAS), The State Office of NAS





Staffing: 3 total

- 1 full time employee, with benefits
- 1 part-time employee (2 days/week), with benefits
- 1 Americorps intern (varies)
- Board of Directors

Maintenance:

Partners as needed, contracts out

Funding:

- Private donations
- Membership < 5% budget
- Grants – \$50,000 cover school age programs
- Fund raising events: bird festival, spring fling fund raiser (month long glorified walk-a-thon)
- Endowment from anonymous donor

Operating and Maintenance Budget: \$220,000

Tribe, nonprofit fund raising, and fees
(501c3# 91-1632949)

Transferable Elements:

- Partnership distributes responsibilities for maintenance, fund raising, programming, and coordination
- Multiple, month-long fund raising events generate revenue and engage large constituencies beyond the Center in their daily lives: bird festival, spring fling
- Partnering with the local Audubon nonprofit brings additional programs, activities, and fund raising to the center.

Notes/Summary:

The local tribe granted the property to the State, making the Center and Park permanently accessible to the public. The Tribe remains involved by performing any necessary maintenance on the building and surrounding park.

The initial partnership agreement with the National Audubon society included assistance with grant writing, funding, and executive meeting management. Now established, the Center does not work with the Society but benefits from their branding during grant processes.

In the established partnership with the local Audubon nonprofit, there was a minimum level of contribution that helped the Center significantly. They are in need of more staffing and funding to host the quantity and quality of programs provided.



Environmental Nature Center

Location:

Newport Beach, California

Owner:

Environmental Nature Center (nonprofit)

Operator:

Environmental Nature Center (nonprofit)

Description:

Provide education and inspire protection of the natural world through hands-on experiences with nature.

Site Size: 5 acres

Create wildlife area with 15 plant communities

Eco-Building: 8,500sf

- LEED Platinum certified
- Solar panels

Hours of Operation:

Monday – Friday, 8a–5p

Saturday – Sunday, 8a–4p

Programs:

- Recreation
- Museum
- Classrooms
- Tours
- Field trips
- School workshops/programs
- Internship programs
- Service-learning volunteers
- Volunteer site restoration
- Research office
- Camps
- Facility rentals
- Events
- Retail





Staffing: 18 total

- 7 full-time employees: (Executive Director conducts most fund raising. 15 hour/month grant writer.)
- 7 part-time employees
- 1 curator
- 1 facility rentals manager/coordinator
- 2 grounds maintenance employees
- Board of Directors

Maintenance:

- 2 - member crew
- Contract out for building maintenance

Funding:

- 30% program fees
- 15% interest from endowment
- 15% operational grants (foundations)
- 10% membership
- 10% special events (fund raising dinners, pumpkin patch)
- 5% facility rentals
- 5% inventory, gift shop, plants
- Individual gifts/donations, annual appeal, memorial gifts

Operating and Maintenance Budget: \$670,000

- \$420,000 staffing
- \$91,000 administrative office expenses
- \$43,000 fund raising efforts
- \$17,000 grounds
- \$39,000 insurance
- \$5,000 marketing and networking
- \$40,000 program costs, instructional materials, live animals
- \$13,000 inventory

Transferable Elements:

- Membership fees
- Program fees
- Host small scale Nature Center/Green Building Summit
- Host month-long festivities/fund raising events

Notes/Summary:

Responding to community demand for an environmental education facility, the Environmental Nature Center built the LEED platinum building and planted 15 plant communities on a formerly vacant site owned by the Unified School District.

With a LEED platinum building and exceptional education programs, the Center is hosting the 2013 Green Building Summit for Nature Centers. Formerly on the National Environmental Education Center Committee, the Executive Director is coordinating this event as a marketing, fund raising, and educational tool.

Environmental Volunteers EcoCenter

Location:

Palo Alto, California

Owner:

City of Palo Alto (public)

Operator:

Second Party – Environmental Volunteers (nonprofit) runs the center's programming

Description:

Nature center and community resource open to the public to learn about and be inspired by nature.

Site Size: 60' beyond building, adjacent 1,940 acres

Eco-Building: 2,800sf

- "Ultimate recycling project"
- On the historic register

Hours of Operation:

Winter: Saturdays, 10a–3p

March: December – Monday, Thursday, Friday, 11:00a–1:30p

Programs:

- Public learning programs
- Exhibits
- Youth programs
- School field trips
- Rental curriculum kits
- Public education programs (SAT)
- Recreation
- Volunteer restoration
- Events
- Research offices
- Operation and maintenance offices
- Retail cart: volunteers' artwork for sale





Partners:

City of Palo Alto

Staffing: 10 total

- 7 full-time employees
- 3 part-time employees
- Board of Directors
- Education team: Education Director and 2 full-time program managers, 1 part-time project manager, and 1 part-time educational assistant (maintains education materials)

Maintenance:

Responsible for 60' beyond the building including trails and landscaping; contract out

Funding:

- Grants
- Significant relationship with Packard Foundation and Silicon Valley Community Foundation
- Fund raising events
- Small revenue from school service fees
- Capital campaign – robust with a lot of individual contributions, received grants, family foundations, \$1.2 million left on \$3.8 million campaign (received \$600,000 offer for Challenge Gift and had met match by September 2012).

Operating and Maintenance Budget: \$670,000

- \$1/year fixed rent for forty years for restoring, preserving, and maintaining the building

Transferable Elements:

- MarshCAM: easy to set up and maintain at the EcoCenter
- \$1 lease/year with City
- Retail: uses skills of volunteers for sales, incorporating bird books into retail “cart”

Notes/Summary:

The Environmental Volunteers is a long-standing Palo Alto environmental education nonprofit. It has a well established working relationships with the City of Palo Alto for 41 years. The City contracted the Environmental Volunteers when the historic building was falling into disrepair and the City could not afford to restore and maintain the facility. After a 1-year feasibility study, including study on the Environmental Operation of the EcoCenter, the parties negotiated a lease agreement.

The Environmental Volunteers operates on a predominant volunteer culture-based model. Volunteers are recruited by committees for different programs and educated by full-time educators. The mentorship provided to volunteers promotes a consistent volunteer base to host numerous programs.

Mercer Slough Environmental Education Center

Location:

Bellevue, Washington

Owner:

City of Bellevue (public)

Operator:

Second Party – Mercer Slough Education Center (nonprofit)

Description:

Inspire lifelong interest in science, math, and technology by engaging diverse communities in interactive and innovative exhibits and programs.

Site Size: 320 acres

Park and wetland

Eco-Building: 15,000sf

- LEED Gold certified
- Green roof
- Biofiltration pond
- Rainwater collection

Hours of Operation:

Seven days a week, 10a–4p

Programs:

- Environmental Science & Practicum program
- Workshops & classes: 6 field studies
- Field trips
- “Science on wheels”
- Camping & Recreation
- Volunteer restoration & stewardship
- Events
- Retail
- High school internships
- Research offices
- Summer Camps
- Facility rentals





Partners:

- City of Bellevue
- Pacific Science Center (private nonprofit) first museum founded as science and tech center
- Local universities

Staffing: 13 total

- 13 employees total
 - 6 administrators (Manager conducts fund raising, Staff conducts volunteer recruitment and management)
 - 4-5 teachers, (15-25 in the summer)
 - 2 Americorps interns (primarily educators)
- Board of Directors

Maintenance:

City of Bellevue

Funding:

City budget, nonprofit fund raising, and fees. Fee for service model provides large percentage of operating budget:

- Preschool – high school
- High school internship program (grant funded)
- Environmental science and practicum program
- Six field studies
- Science on wheels

Coordinates with universities for research

Summer camps: largest source of revenue generation

Operating and Maintenance Budget:

Comprised of city budget, nonprofit fund raising, and program fees (501c3# 91-0750867)

Transferable Elements:

- Fee for service model
- Science on Wheels Program
- Field Studies programs: hands-on learning in park and study in the classroom

Notes/Summary:

The Mercer Slough Center relies on different forms of funding to host a range of programs. Their fee for service model supports a large percent of the operating budget. Grants cover internships programs, local universities coordinate research, and summer camps provide the largest revenue generating source.

A long-standing partnership with the City of Bellevue covers the maintenance costs of the building, permitting the organization to focus on programming and environmental education. The associated Pacific Science Center assisted in acquiring the funds to build a new partnership facility for the Education Center.

ReThink Waste Shoreway Education Center

Location:

San Carlos, California

Owner:

ReThink Waste, comprised of South Bay municipalities (public)

Operator:

ReThink Waste (public)

Description:

Free tours and transportation to educate students and community groups about resource conservation

Eco-Building: 15,000sf

- Education center and recycling center (materials recovery facility)
- Cool roof
- Solar panels

Hours of Operation:

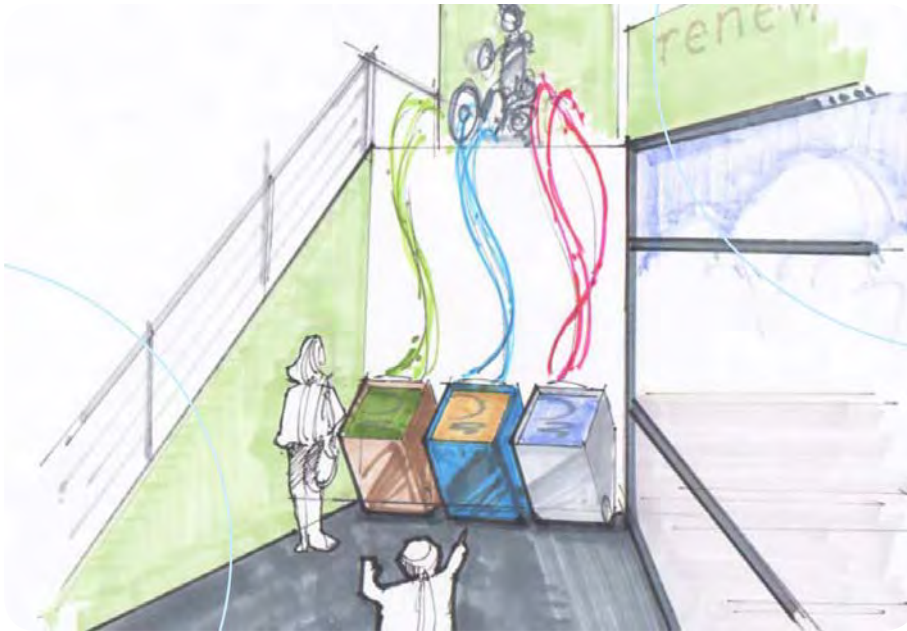
September – June Tours:

- Monday – Tuesday, 12:30p–2:30p
- Tuesday – Friday, 9:30a–11:30a
- Public open house once/month

Programs:

- Educational programs
- Art installations/exhibitions
- Bus transportation for 4th, 5th, and 6th grader school trips
- Operation and maintenance offices





Partners:

- Local cities
- Local schools

Staffing: 7 total

7 full-time employees, including 2 focused on informational tours

Maintenance:

ReThink Waste

Funding:

City agency regular funding

Operating and Maintenance Budget: \$200,000

Includes staff, outreach, cleaning, and bussing

Transferable Elements:

- A solely public model (requires secure operating budget)
- Facility exhibits provide educational materials about the facility and sustainable living

Notes/Summary:

ReThink Waste recently built the Environmental Education facility with tours in mind. A secure budget from waste management users' fees supports the education provided.

ReThink works directly with cities and schools to support awareness of sustainable waste management in the community. The facility exhibits and tours are specifically designed to educate on diversion, recycling, and resource conservation.



San Elijo Lagoon Nature Center

Location:

Cardiff-by-the-Sea, CA

Owner:

County of San Diego (public)

Operator:

County of San Diego (public)

Second Party – San Elijo Lagoon Conservancy (Nonprofit)

Description:

Provide education about the reserve to engage the community in the restoration and protection of the resources of the San Elijo Lagoon Ecological Reserve, its watershed, and related ecosystems for the benefits of current and future generations.

Eco-Building: 5,600sf

- Recycled materials
- Solar energy
- Roof garden
- Recycled water for irrigation

Hours of Operation:

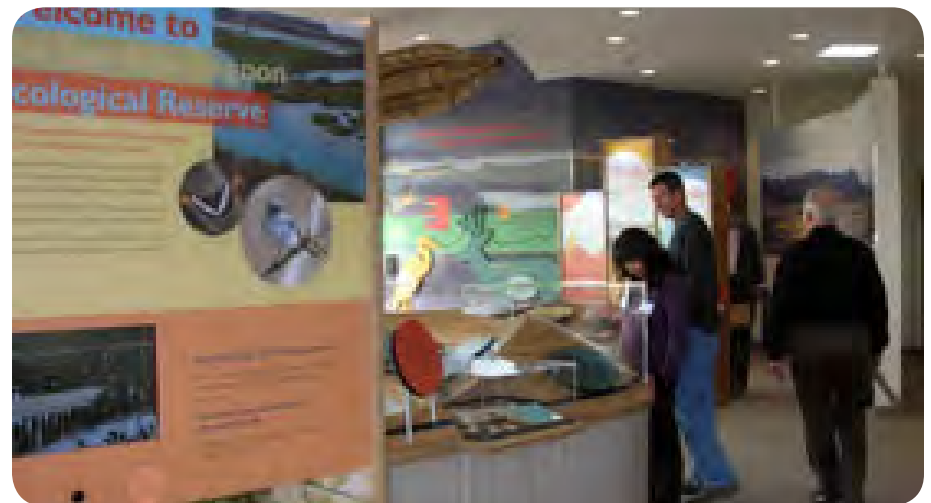
Seven days a week, 9a-5p

Programs:

- nature walks
- docent-naturalists
- school field trips/outdoor education walks
- educational packets for download
- land stewardship
- habitat restoration
- scientific monitoring
- dredging

Partners:

- OliveHain Municipal Water District
- Schools
- Local business, industries, executives, individuals
- Vertex, Union Bank, Qualcomm, Sempra Energy, California Coastal Commission, Synthetic Genomics, HDR engineering





Staffing: 14 total

- 2 Park Rangers staff the nature center
- 1 Executive Director
- 7 full-time
- 4 interns
- Board of Directors

Maintenance:

County of San Diego, San Elijo Lagoon Conservancy

Funding:

- President's council raises funds for Conservancy to remain self-sufficient on endowment income. (Minimum annual commitment of \$1,000: business owners, industry executives, individuals with leadership and community connections)
- \$1.4 million land-acquisition grant from Ford Motor Company (endowment)
- Bird galas, festivals, events
- Membership

Operating and Maintenance Budget: unknown

Endowment income, membership, and donations
(501c3# 33-0358660)

Transferable Elements:

- Cooperative agreement for O&M for 25-year period
- Presidents' council
- Public ownership, operation, and maintenance of facility; nonprofit program host

Notes/Summary:

The San Elijo Lagoon Conservancy formed alliance in 1970 to fight development of the lagoon and to convince the County of San Diego to protect the lagoon as a valuable resource. The Conservancy became a nonprofit land trust in 1987. They have made multiple purchases to acquire parcels of the lagoon. In 2007, the Conservancy and the County of San Diego signed a cooperative agreement for the operations and management of the Lagoon for a 25-year period. The County owns and operates the Nature Center while the Conservancy restores, protects, and maintains the preserve through a range of community programs and events.

Through a generous land grant and operating endowment, the Conservancy is able to operate through endowment income. A supplementary council of donors ensures that the Conservancy has a sufficient annual operating budget.



Siskiyou Environmental Education Center

Location:

Ashland, Oregon

Owner:

Southern Oregon University (institutional)

Operator:

Southern Oregon University (institutional)

Description:

University-run environmental education center that provides graduate students with internships and jobs, while also providing educational materials and programs that educate the community in environmental topics.

Available by Reservation: (no public center)

Curriculum kits for rent
Day field programs
Overnight field programs

Programs:

- Curriculum kits for rent
- Workshops
- Field trips
- Classes
- “Food for Thought:” local food sourcing for workshop lunches

Partners:

- Deer Creek Center
- Cascade National Monument
- Bureau of Land Management



Master of Science Environmental Education





Staffing: 5 total

- 1 Dean of Environmental Education program
- 4-6 part-time graduate assistants (fee remission and stipend)
- Need additional faculty member

Maintenance:

Inventory of the curriculum kits is primary concern

Funding:

- Institutional budget
- Grants
- Fees

Operating and Maintenance Budget: approximately \$200,000

- \$2,000
- \$75,000 - 6 graduate student internship fee remissions and stipends
- 1 full-time faculty member salary

Transferable Elements:

- Food for thought program: source local food for school group lunches
- Partnership with University education programs to employ graduate students in the environmental education career fields

Notes/Summary:

Through the university Department of Environmental Education, Graduate students plan, prepare, organize, coordinate, and administer education kits and educational programs. The graduates learn critical on-the-job skills, engage with potential employers, and take responsibility for the daily operation and management of the Siskiyou Environmental Education Center.

The graduate students prepare, inventory, and maintain curriculum kits for rent. While beneficial to the community, the inventory process is labor intensive and presents drawbacks with limited staffing.

Shorebird Park Nature Center

Location:

Berkeley, California

Owner:

City of Berkeley Recreation Division (public)

Operator:

Marina Experience Program, City of Berkeley (public)

Description:

Offices and classrooms for the Berkeley Marina Experience Program

Site Size: 6.17 acres

Adjacent park

Eco-Building: 2 buildings - 1,300sf and 1,440sf

- Straw bale construction
- Solar radiant heating
- Solar panels
- Rainwater harvesting system

Hours of Operation:

Shorebird Center: Tuesday – Saturday, 9a–5p

Park: 6a–10p every day

Programs:

- Shoreline clean-ups
- Workshops
- Training
- Classes
- Tours
- Recreation
- Volunteer restoration
- Research office
- Operations and maintenance offices
- Camps

Partners:

- Friends of Five Creeks
- Albany High School
- State Park/East Bay Shore Parks
- California Coastal Commission
- City of Berkeley





Staffing: 3 total

- 2 full-time employees
- 1 part-time naturalist
- Playground staff
- Docents

Maintenance:

- Staff
- Volunteers
- Marina maintenance staff

Funding:

- Berkeley Marina Enterprise Zone: marina revenue re-invested in marina facilities, programs, and activities; Nature Center receives percentage of generated revenue from Marina restaurants and boat fees
- Adventure camp fees
- Grants for capital improvements

Operating and Maintenance Budget:

Within City Budget

Transferable Elements:

- Fees for classes and educational programs
- Partnership with CA coastal conservancy to conduct shoreline clean-ups
- High school interns: organize and perform maintenance of a single project on the park

Notes/Summary:

The Nature Center argues that it is “the only city-owned, operated, and maintained, publicly-accessible green building demonstration project of its kind in the San Francisco Bay Area.” This is made possible by a sufficient City budget and the Marina Enterprise Zone that provides a secure operating budget.

The Center also benefits from fees made from the affiliated Adventure Camp. Summer camps generate the largest revenue source and is reinvested in Center programs and facilities.

The Nature Center is run by a small staff that heavily relies on volunteers to host the variety of programs. The staff also coordinates the staff and programs occurring at the Adventure camp. Additional staffing is required to host adventure programs.

EcoCenter Detailed Budget

Item	Description	Cost Estimate Basis		Est. Annual Cost	
EcoCenter Building (O&M, Regulatory Compliance, and Capital)					
EcoCenter: Building Staff	Role	Hours per Week	@ \$s/Hr	Annual Cost (for 52 Weeks)	
Project Manager/Lead Educator (1)	Manager all labor and contractors to operate and maintain the building systems. Welcome visitors and provide tours, if programming staff not available.	20	\$40 per hour	\$41,600	
Operations Technician	Assist PM with technical maintenance and other upkeep on building systems. Advise interns on assignments.	20	\$25 per hour	\$26,000	
College/Graduate Student Interns	Two interns working 16 hours per week each. Work under direction of PM and Op Tech on monitoring, making minor repairs, and performance reporting of building systems.	32	\$12 per hour	\$19,968	
Subtotal: EcoCenter Building Staffing				\$87,568	
Building Systems	Description	Cost	Per	Est. Annual Cost	
Systems Operation - Testing and Maintenance					
Water Supply	Potable from PUC	\$100	per month	\$1,200	
Water Supply	Water Supply - Backflow Prev. Test (contractor)	\$100	per test, 6 tests/yr	\$600	
WWTS	Quarterly Maintenance Visit (contractor)	\$850	per quarter	\$10,200	
WWTS	Outside Engineer, troubleshooting and reviewing/stamping monthly reports to DPH	\$100	per hr, 4 hours per month	\$4,800	
WWTS	Lab Analysis, required to be EPA-certified lab, for reporting to DPH	\$1,000	per month	\$12,000	
WWTS	Lab Supplies to support monitoring	\$1,600	per year	\$1,600	
Living Roof	Plant, weed, clear drains, check irrigation	\$30	per hour, 4 hr per month	\$1,440	
Miscellaneous	Maintenance, Cleaning, Office Supplies, Mat Rental	\$300	per month	\$3,600	
Bay Alarm	Alarm system	\$150	per month	\$1,800	
Property tax		\$2,184	per year	\$2,184	
Property insurance		\$4,800	per year	\$4,800	
Subtotal: Testing and Maintenance				\$44,224	
Capital Reserve					
Assume 1% of building cost per year for reserve (3)				\$16,000	
EcoCenter Building Total: Staff, Interns, Maintenance/Testing, and Capital Reserve					\$147,792
Heron's Head Park/EcoCenter Restoration, Stewardship, and Landscaping					
HHP Staff	Role	Hours per Week	@ \$s/Hr	Annual Cost (for 52 Weeks)	
Restoration Manager	Manage restoration of key habitats.	20	\$25 per hour	\$26,000	
Restoration Assistant	Assist manager in restoration of key habitats.	20	\$22 per hour	\$22,880	
Landscape Manager	Manage all Park landscaping.	32	\$25 per hour	\$41,600	
Landscape Assistant	Assist landscaping manager.	32	\$18 per hour	\$29,952	
Bay Natives Consultant	Provide input on landscaping plan.	16	\$25 per hour	\$20,800	
Subtotal: HHP Staff (4)				\$141,232	
HHP Supplies		\$ Occurrences per year		Annual Cost	
HHP Landscaping Equipment		\$900	1	\$900	
Restoration and Landscaping Plants		\$4,000	7	\$28,000	
Subtotal: HHP Supplies				\$28,900	
HHP Total: Staff and Supplies Reserve					\$170,132
Recreation and Park Department Contract					
Greenagers	Leadership training and work projects in environmental science and education for high school students.			\$30,000	
Youth Stewardship Program (YSP)	K-12 program coordinating and running field trips and preparing and disseminating age appropriate accompanying curriculum material.			\$38,000	
Subtotal: RPD Programs					\$68,000
Total EcoCenter Building, HHP, and RPD Programs					\$385,924

Notes

(1) Rate for this position was listed as \$30+15% benefits = \$34.50 per hour in the grant amendment agreement between LEJ and Port. Other documents have suggested this position may require \$50 per hour. A rounded lower/middle estimate is shown here.

(2) Rate for this position was listed as \$20+15% benefits = \$23.00 per hour in the grant amendment agreement between LEJ and Port. Other documents have shown this position's rate at \$25/hour.

(3) The Capital Reserve estimate of \$16,000 per year is based on an industry standard estimate for building replacement funds. A more detailed Capital Reserve would be based on a comprehensive list of needed replacements. A list has been begun below.

Item	Description	Replacement		Reserve per year
		Cost	Period	
Living Roof	Replace living roof every 30 years @ \$10,000 in 2010 dollars	\$24,273	inflated cost (3%/yr) in 2040	\$809
Solar Panels and Inverters	Replace system in 30 years @ \$42,000 in 2010 dollars	\$76,077	inflated cost (2%/yr) in 2040	\$2,536
Batteries	Replace batteries every 8 years @ \$4,000 in 2012 dollars	\$5,067	inflated cost (3%/yr) in 2021	\$633
		\$105,417		\$3,978

(4) Information from "EcoCenter/ HHP Restoration Hypothetical Budget" estimate.

DPH = Department of Public Health

WWTS = Wastewater Treatment System

EcoCenter Images

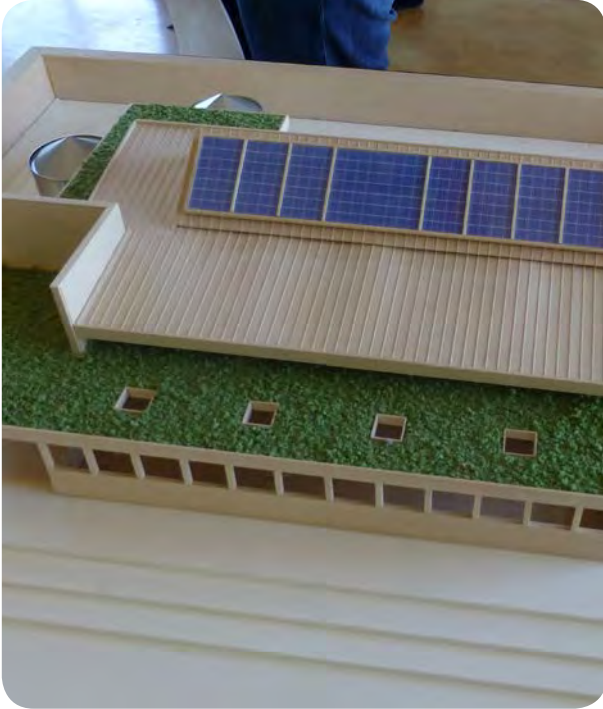


Heron's Head Park & Wetland



EcoCenter at Heron's Head Park

Building Systems



Solar Panels & Green Roof



Waste water tank



Mainframe Circuitry



Eco-Living Machine



Native Garden / Leach Field

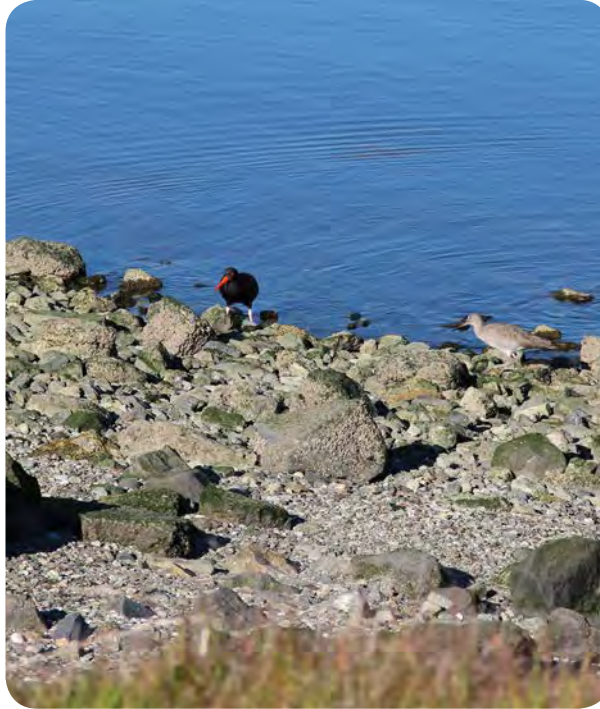


Rainwater Harvesting

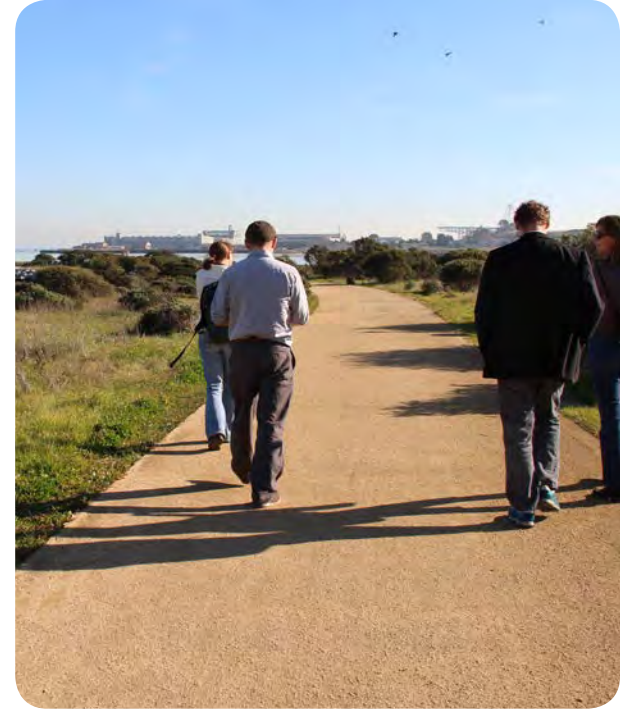
Heron's Head Park



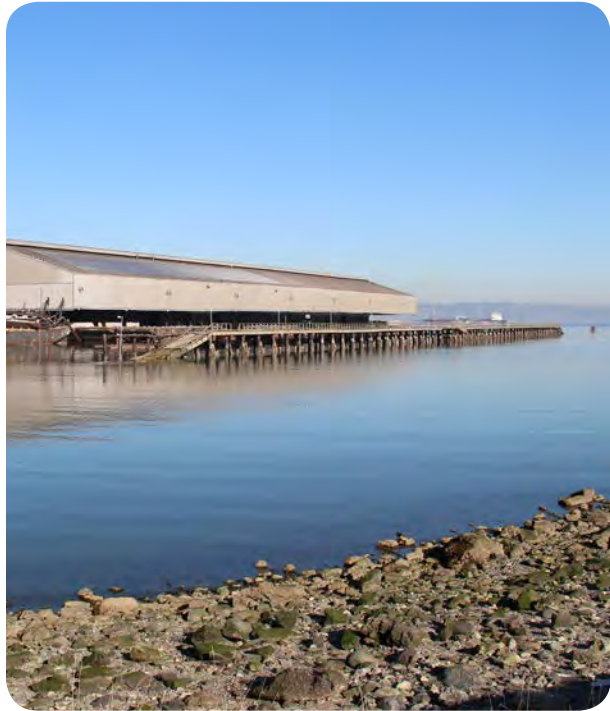
Wetland habitat



Bird wildlife



Recently improved trail



Views



EcoCenter Facilities



Signage

EcoCenter at Heron's Head Park

FILTERS							
Bay Area	<input checked="" type="checkbox"/>	Site Size	24 acres	O&M Budget (annually)	\$276,440.00	28 acres	\$475.0
2nd Party Operator	<input checked="" type="checkbox"/>	Park	<input checked="" type="checkbox"/>				
Park	<input checked="" type="checkbox"/>	Wetland	<input checked="" type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>						
Eco-Building	<input checked="" type="checkbox"/>						
Governance							
Budget							
Location	SF Bay, CA						
Owner	Port						
Type (Public, Private,	Public						
Description	Environmental justice education facility in bay area, 100% off the grid facility						
2nd Party Operator	<input checked="" type="checkbox"/>						
Who	LEJ						
Type (Public, Private,	Nonprofit						
Staffing	• 4 part-time: project manager, operation technician, nursery manager, educator						
Americorps Internships	<input checked="" type="checkbox"/>						
Hours of Operation	MWF 10-3, Sa 10-1						
Eco-Building	<input checked="" type="checkbox"/>						
Size of building	1,500 sq ft						
Features	• raiwater harvesting • living roof, • wastewater eco-machine • solar panels						

Bridgewater Environmental Education & Community Center

FILTERS					
Bay Area	<input type="checkbox"/>				
2nd Party Operator	<input checked="" type="checkbox"/>				
Park	<input checked="" type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>				
Eco-Building	<input type="checkbox"/>				
Governance	Public-Contract Nonprofit				
Budget	County + Fundraising				
Location	Bothell, Woodinville, WA				
Owner	Brightwater Center, King County				
Type (Public, Private,	Public				
Description	Clean water interpretive facility provided to educate and motivate the public to environmental stewardship and build community				
2nd Party Operator	<input checked="" type="checkbox"/>				
Who	IslandWood (programming at center)				
Type (Public, Private,	Nonprofit				
Staffing	<ul style="list-style-type: none"> 3 full-time: Site Manager, Director, Rentals Director, 1 daily janitorial staff (through treatment plant), 1 part time site monitors for rentals 1 intern/part time help; Contract Islandwood - 3 staff + 6 intern/part time educators Gardening Staff: 2 full-time, 2 seasonal 				
AmeriCorps Internships	<input type="checkbox"/>				
Hours of Operation	M-Th 10 - 4				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building	15,000 sq ft				
Features	LEED platinum: <ul style="list-style-type: none"> solar panels reclaimed water Facility accommodates 260 people 				
Site Size	70 acres				
Park	<input checked="" type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>				
Funding Mix	<ul style="list-style-type: none"> King County IslandWood fundraising Summer camp fees 				
Programs	<input checked="" type="checkbox"/> educational programs <ul style="list-style-type: none"> Tours Workshops Metro bus transportation for school trips Teaching material 				
recreation	<input checked="" type="checkbox"/>				
volunteer restoration	<input checked="" type="checkbox"/>				
events	<input checked="" type="checkbox"/>				
retail	<input checked="" type="checkbox"/>				
art	<input checked="" type="checkbox"/>				
research offices	<input type="checkbox"/>				
o&m offices	<input checked="" type="checkbox"/>				
camps	<input checked="" type="checkbox"/>				
facility rentals	<input checked="" type="checkbox"/>				
Partners	<ul style="list-style-type: none"> King County, IslandWood, Friends of the Hidden River, local Universities (graduate research in wastewater treatment) 				
O&M Budget (annually)	\$475,000 total \$275,000 labor \$200,000 non-labor (Islandwood contract and programs/running facilities)				
501c3 #	none				
Maintenance	King County Wastewater Treatment Employees				
Notes	provide metro bus transportation for school trips				
Specific Questions					
Transferable Components	<ul style="list-style-type: none"> County owned with 3 county employees and contracts non-profit for additional staff, programming, and fundraising to use non-profit flexibility in comparison to county/gov restrictions Partners with local universities for research Programs are free because community pays wastewater treatment fees (Recyclogy could incorporate into their fees as operator?) 				
Contact	Susan Tallarico				
Title	Center Director				
Phone Number	206-263-8930				
Email	susan.tallarico@kingcounty.gov				

Dungeness River Audubon Center

FILTERS									
Bay Area	<input type="checkbox"/>	Site Size 28 acres <input checked="" type="checkbox"/> Park <input type="checkbox"/> Wetland	Funding Mix <ul style="list-style-type: none"> • Private donations • Membership < 5% budget • Grants = \$50,000 cover school age programs • Fundraising Events: bird festival, spring fling fundraiser (month long glorified walk-a-thon) • Endowment from anonymous donor 						
2nd Party Operator	<input checked="" type="checkbox"/>								
Park	<input checked="" type="checkbox"/>								
Wetland	<input type="checkbox"/>								
Eco-Building	<input type="checkbox"/>								
Governance	Tribe-Multiple Nonprofits								
Budget	Tribe + Fundraising + Fees								
Location	Sequim, WA								
Owner Type (Public, Private,	Jamestown S'Klallam Tribe								
Description	Center provides scientific exhibits, hands-on displays, physical specimens, classroom study aids, and reference library materials	Programs educational programs <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • School programs • Field trips • Adult classes and presentations • Citizen science projects (Bird Counts) • Internship program (college students) • Research • Summer camps recreation <input type="checkbox"/> volunteer <input type="checkbox"/> restoration <input type="checkbox"/> events <input type="checkbox"/> retail <input type="checkbox"/> art <input type="checkbox"/> research offices <input type="checkbox"/> o&m offices <input type="checkbox"/> camps <input type="checkbox"/> facility rentals <input type="checkbox"/>	O&M Budget (annually) \$220,000 501c3 # 91-1632949 Maintenance Partners as needed, contract out Notes Specific Questions Transferable Components <ul style="list-style-type: none"> • MOU Partnership - Tribe performs site maintenance through contractor • Local audubon nonprofit provides programs, conducts local bird counts on-site, and provides additional fundraising (initially had minimum to contribute, no longer = challenge) • Conducts multiple fundraising events: bird festival, spring fling 						
2nd Party Operator	<input checked="" type="checkbox"/>								
Who Type (Public, Private,	River Center Foundation Nonprofit								
Staffing	<ul style="list-style-type: none"> • 1 full time, benefits • 1 part-time, 2 days/week, benefits • 1 Americorps (varies) board of directors								
Americorps Internships	<input checked="" type="checkbox"/>								
Hours of Operation	Tu-Sa 10-4, Su 12-4								
Eco-Building Size of building Features	<input type="checkbox"/>								
						Partners <ul style="list-style-type: none"> • MOU: River Center Foundation, • Jamestown S'Klallam Tribe, • Olympic Peninsula Audubon Society, • National Audubon Society (NAS) represented by Audubon Washington, The WA State Office of NAS. 	Contact Title Powell Jones Center Director Phone Number 360-681-4076 Email rivercenter@olympus.net		

Mercer Slough

FILTERS					
Bay Area	<input type="checkbox"/>				
2nd Party Operator	<input checked="" type="checkbox"/>				
Park	<input type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>				
Eco-Building	<input type="checkbox"/>				
Governance	Public-nonprofit				
Budget	City + Fundraising + Fees				
Location	Bellevue, WA				
Owner	City of Bellevue				
Type (Public, Private,	Public				
Description	Inspire lifelong interest in science, math, and technology engagin diverse communities through interactive and nnovative exhibits and programs				
2nd Party Operator	<input checked="" type="checkbox"/>				
Who	Mercer Slough Education Center				
Type (Public, Private,	Nonprofit				
Staffing	<ul style="list-style-type: none"> 6 admin, 4-5 teachers; 15-25 summer; including 2 Americorps interns (primarily educators); board of directors 				
Americorps Internships	<input checked="" type="checkbox"/>				
Hours of Operation	7 days/week, 10-4				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building	15,000+ sq ft				
Features	LEED gold: <ul style="list-style-type: none"> green roof, biofiltration pond, rainwater collection 				
Site Size	320 acres				
Park	<input type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>				
Funding Mix	Fee for service model <ul style="list-style-type: none"> preschool - highschool, high school internship program, environmental science and practicum program, 6 field studies science on wheels 				
Programs	<input checked="" type="checkbox"/>				
educational programs	<ul style="list-style-type: none"> camps workshops, field trips, classes, science on wheels, volunteer stewardship, campins, research 				
recreation	<input type="checkbox"/>				
volunteer restoration	<input type="checkbox"/>				
events	<input type="checkbox"/>				
retail	<input type="checkbox"/>				
art	<input type="checkbox"/>				
research offices	<input type="checkbox"/>				
o&m offices	<input type="checkbox"/>				
campus	<input type="checkbox"/>				
facility rentals	<input type="checkbox"/>				
Partners	<ul style="list-style-type: none"> Pacific Science Center City of Bellevue 				
O&M Budget (annually)					
501c3 #	91-0750867				
Maintenance	City of Bellevue				
Notes					
Specific Questions					
Transferable Components	<ul style="list-style-type: none"> Fee for service model provides large percentage of operating budget coordinates with universities for research high school internship program is grant funded summer camps = largest revenue generating source 				
Contact	Karen Lennon				
Title	Manager				
Phone Number	(206) 443-2001 (Admin Offices)				
Email	klennon@pacsci.org				

ReThink Waste Shoreway Education Center

[illegible]

San Elijo Lagoon Conservancy

FILTERS			
Bay Area	<input type="checkbox"/>		
2nd Party Operator	<input type="checkbox"/>		
Park	<input checked="" type="checkbox"/>		
Wetland	<input checked="" type="checkbox"/>		
Eco-Building	<input checked="" type="checkbox"/>		
Governance		Public	
Budget		Membership + Fundraising	
Location		Cardiff-by-the-Sea, CA	
Owner Type (Public, Private,		County of San Diego Parks and Recreation Public	
Description		Provide education about the reserve to engage the comm the restoration and protection the resources of San Elijo Ecological Reserve, its watershed, and related ecosystem the benefits of current and future generations.	
2nd Party Operator	<input type="checkbox"/>		
Who Type (Public, Private,		San Elijo Lagoon Conservancy Nonprofit	
Staffing		<ul style="list-style-type: none"> • 2 Park Rangers staff the nature center • 1 ED • 7 full-time, 4 interns • Board of Directors 	
Americorps Internships	<input type="checkbox"/>		
Hours of Operation		7 d/w, 9 am - 5 pm, 2 park rangers	
Eco-Building Size of building Features	<input checked="" type="checkbox"/>	5600 sf <ul style="list-style-type: none"> • Recycled materials • Solar energy • Roof garden • Recycled water for irrigation 	

Site Size	915 acre wetland
Park	<input type="checkbox"/>
Wetland	<input checked="" type="checkbox"/>
Funding Mix	<ul style="list-style-type: none"> • President's council raises funds for Conservancy to re self-sufficient on endowment income. (Commit minimum \$1,000 annually - business owners, industry executives, individuals with leadership and community connections) • \$1.4 million land-acquisition grant from Ford Motor Co (endowment) • Bird galas, festivals, events • Membership
Programs	<input checked="" type="checkbox"/> educational programs <ul style="list-style-type: none"> • nature walks • docent-naturalists • school field trips/outdoor education walks • educational packets for downloa • land stewardship • habitat restoration • scientific monitoring • dredging <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> recreation <input type="checkbox"/> volunteer restoration <input type="checkbox"/> events <input type="checkbox"/> retail <input type="checkbox"/> art <input type="checkbox"/> research offices <input type="checkbox"/> o&m offices <input type="checkbox"/> camps <input type="checkbox"/> facility rentals
Partners	<ul style="list-style-type: none"> • County of San Diego • San Elijo Lagoon Conservancy • Schools • Local business, industries, executives, individuals • Vertex, Union Bank, Qualcomm, Semptra Energy, Calif Coastal Commission, Synthetic Genomics, HDR engineer • OliveHain Municipapl Water District

O&M Budget (annually)	
501c3 #	33-0358660
Maitenance	Conservancy, County of San Diego
Notes	<ul style="list-style-type: none"> • San Elijo Lagoon Conservancy and County of San Diego signed cooperative agreement for O&M for 25-year period • Conservancy owns 20 acres of preserve for restoration 3.44 acres entry parcel.
Specific Questions	
Transferable Components	<ul style="list-style-type: none"> • Presidents' council • City performs O&M/keeps building open; conservancy operates programming and performs restoration
Contact Title Phone Number	Doug Gibson
Email	(760)436-3944 x 707 doug@sanelijo.org

Siskiyou Environmental Education Center

FILTERS		Site Size		O&M Budget (annually)	
Bay Area	<input type="checkbox"/>	Park	<input type="checkbox"/>		\$2,000
2nd Party Operator	<input type="checkbox"/>	Wetland	<input type="checkbox"/>		+ 6 grad student fee remission/stipend
Park	<input type="checkbox"/>				+ full-time faculty member
Wetland	<input type="checkbox"/>				
Eco-Building	<input type="checkbox"/>	Funding Mix	Institution Grants		
Governance	Institutional				
Budget	Institution + Grants + Fees				
Location	Ashland, OR			501c3 #	none
Owner	Southern Oregon University			Maintenance	Inventory of curriculum kits major concern
Type (Public, Private,	Institutional				
Description	Hub for environmental education; provides graduate students with internships and jobs, and educates community in environmental topics	Programs		Notes	Provides curriculum kits for rental; Note: University run education center
		educational programs	<input checked="" type="checkbox"/>		
			<ul style="list-style-type: none"> workshops field trips classes curriculum kits for rent local food sourcing for workshop lunches 		
2nd Party Operator	<input checked="" type="checkbox"/>			Specific Questions	<ul style="list-style-type: none"> What do you need to make this model work/run? What is your maximum capacity using the model?
Who					
Type (Public, Private,					
Staffing	<ul style="list-style-type: none"> Dean of EE program 4 graduate assistants part-time (fee remissions and stipend) need additional faculty member 	recreation	<input type="checkbox"/>	Transferable Components	<ul style="list-style-type: none"> Graduate students plan, prepare, organize, coordinate, and administer education kits and programs NOTE: curriculum kits requires significant inventorying Food for thought program: source local food for school group lunches
		volunteer restoration	<input type="checkbox"/>		
		events	<input type="checkbox"/>		
		retail	<input type="checkbox"/>		
		art	<input type="checkbox"/>		
		research offices	<input type="checkbox"/>		
		o&m offices	<input type="checkbox"/>		
		camps	<input type="checkbox"/>		
		facility rentals	<input type="checkbox"/>		
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	Kits for rent Day field programs Overnight field programs	Partners	<ul style="list-style-type: none"> Deer Creek center Cascade National Monument/Bureau of Land Management 	Contact	Stewart Janes
				Title	
Eco-Building	<input type="checkbox"/>			Phone Number	(541) 552-6797
Size of building				Email	janes@sou.edu
Features					

Shorebird Park Nature Center

FILTERS					
Bay Area	<input checked="" type="checkbox"/>				
2nd Party Operator	<input type="checkbox"/>				
Park	<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Eco-Building	<input checked="" type="checkbox"/>				
Governance	Public				
Budget	State Enterprise Zone				
Location	Berkeley, CA				
Owner	City of Berkeley Recreation Division				
Type (Public, Private,	Public				
Description	Offices and classrooms for Berkeley Marina Experience Program				
2nd Party Operator	<input type="checkbox"/>				
Who	Marina Experience Program, City of Berkeley (owner)				
Type (Public, Private,	Public (owner)				
Staffing	2 full-time, 1 naturalist part-time + playground staff, + docents				
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	Tu-Sa 9-5, Park 6 am -10 pm				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building	1300 sq ft + 1440 sq ft				
Features	<ul style="list-style-type: none"> • Strawbale , • solar radiant heating, • solar, • rainwater harvesting system 				
Site Size	6.17 acres				
Park	<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Funding Mix	<ul style="list-style-type: none"> • Marina restaurants • boat fees, • adventure camp fees • Grants for capital improvements 				
Programs	educational programs				
	<input checked="" type="checkbox"/> shoreline cleanups, workshops, training and classes, tours				
	<input type="checkbox"/> recreation <input checked="" type="checkbox"/> volunteer restoration <input type="checkbox"/> events <input type="checkbox"/> retail <input type="checkbox"/> art <input checked="" type="checkbox"/> research offices <input checked="" type="checkbox"/> o&m offices <input checked="" type="checkbox"/> camps <input type="checkbox"/> facility rentals				
Partners	<ul style="list-style-type: none"> • Friends of Five Creeks • Albany High School • State Park/East Bay Shore Parks • CA Coastal Commission • City of Berkeley • Berkeley Marina Enterprise Zone 				
O&M Budget (annually)					
501c3 #					
Maintenance	Staff Volunteers Marina Maintenance Staff				
Notes	"Only City-owned, run, and maintained, publicly accessible, green building demonstration project of its kind in Bay Area."				
Specific Questions	<ul style="list-style-type: none"> • What makes it possible for the center to be open 6 days per week? - not having to fundraise 				
Transferable Components	<ul style="list-style-type: none"> • Restaurant as component of enterprise zone revenue • Fees for classes • Shoreline clean-ups through CA coastal conservancy • High school interns - perform maintenance and organize single project on site • Fees for educational programs • Summer camp is largest revenue generating 				
Contact	Patty Donald				
Title	Program Coordinator				
Phone Number	510-981-6720				
Email	PAD3@ci.berkeley.ca.us				

Environmental Nature Center

FILTERS					
Bay Area	<input type="checkbox"/>				
2nd Party Operator	<input type="checkbox"/>				
Park	<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Eco-Building	<input checked="" type="checkbox"/>				
Governance	Nonprofit				
Budget	Fundraising + Fees				
Location	Newport Beach, CA				
Owner	ENC				
Type (Public, Private,	Nonprofit				
Description	Provide education and inspire protection of the natural world through hands-on experience with nature				
2nd Party Operator	<input type="checkbox"/>				
Who					
Type (Public, Private,					
Staffing	<ul style="list-style-type: none"> • 7 fulltime, • 7 part time, • 1-curator, • 1-facility rentals; • 2 - grounds maintenance, • board of directors 				
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	M-F 8-5, SS 8-4				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building	8,500 sq ft				
Features	LEED Platinum: solar panels				
Site Size	5 acres				
Park	<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Funding Mix	<ul style="list-style-type: none"> • 5% revenue from renting out th facility; • 10% is membership (range 30-10,000), • 10% special events (fundraising, 1,000 table dinners, pumpkin patch fall); • opertaionl grants 15% (family foundations through local community foundations, or statewide business with foundations); • program fees 30%; • inventory/gift shop/plants 5%; • endowment (use interest) 15%; • individual gifts/donations/annual appeal/memorial gifts 				
Programs	<input checked="" type="checkbox"/> <ul style="list-style-type: none"> • Museum • Classrooms • Tours • Field Trips • School workshops/programs • Internship programs / service-learning volunteers 				
recreation	<input checked="" type="checkbox"/>				
volunteer restoration	<input checked="" type="checkbox"/>				
events	<input checked="" type="checkbox"/>				
retail	<input checked="" type="checkbox"/>				
art	<input type="checkbox"/>				
research offices	<input checked="" type="checkbox"/>				
o&m offices	<input checked="" type="checkbox"/>				
camps	<input checked="" type="checkbox"/>				
facility rentals	<input checked="" type="checkbox"/>				
Partners					
O&M Budget (annually)	\$670,000 \$420,000 staffing administrative office expencese 91,000; fundraising 43,000; grounds 17,000; insurance 39,000; marketing/networking 5,000; program costs (instructional materials)/live animals 40,000; inventory 13,000				
501c3 #	23-7182423				
Maintenance	2 member maintenance crew; contract for building maintenance				
Notes	Hosting 2013 Association of Nature Center Administrators Summit, Aug 21-24: bring environmental learning center administrators for information-sharing, mentoring, training, and professional networking Capital Improvements: purchased 1.3 acres land for \$3.2 million, using operational reserve \$150,000, building reserve for any major capital improvements				
Specific Questions	<ul style="list-style-type: none"> • Is there a fee to attend the Administrators Summit? • What allows you to be open 7 days/week? • Is retail park of your suite of programs? 				
Transferable Components	<ul style="list-style-type: none"> • Membership fee • Program fees • Host smaller scale Nature Center/Green Building Summit (use SF Bay as region for field trip opportunities • \$1/year lease from school district • Festivities/Fundraising Events 				
Contact	Bo Glover				
Title	ED				
Phone Number	949-645-8488 ext 101				
Email	Bo@encenter.org				

Acorn Naturalists

[illegible]

Environmental Volunteers EcoCenter

<div>FILTERS</div> <div> <div>Bay Area</div> <div>2nd Party Operator</div> <div>Park</div> <div>Wetland</div> <div>Eco-Building</div> <div>Governance</div> <div>Budget</div> </div>		<div>Site Size</div> <div>1940 acres</div> <div> <div>Park</div> <div>Wetland</div> </div>	<div>O&M Budget (annually)</div> <div>\$670,000</div>
<div>Location</div> <div>Palo Alto, CA</div>		<div>Funding Mix</div> <div> <ul style="list-style-type: none"> grants, significant relationships with Packard Foundation, Silicon Valley Community Foundation; fundraising events, small revenue from school service fees; Capital campaign - robust capital campaign, a lot of individual contributions, received grants, family foundations, \$1.2 million left on \$3.8 million campaign (received \$600,000 offer for Challenge Gift, by Sept had met match). </div> <div>Public</div>	<div>501c3 #</div> <div>\$1 / year fixed rent for 40 years for restoring, preserving, and maintaining the ecocenter building</div>
<div>Owner</div> <div>City of Palo Alto</div> <div>Type (Public, Private,</div> <div>Public</div>			<div>Public</div> <div>Maintenance</div> <div>Contract out</div>
<div>Description</div> <div>Nature center and community resource open to public to learn about and be inspired by nature</div>			
<div>2nd Party Operator</div> <div> <div>Who</div> <div>Environmental Volunteers</div> <div>Type (Public, Private,</div> <div>Nonprofit</div> </div>		<div>Programs</div> <div>educational programs</div> <div> <div> <div> <div></div> </div> <ul style="list-style-type: none"> Public learning programs Exhibits Youth programs School field trips Rental curriculum kits Public education programs (SAT) </div> <div> <div> <div></div> </div> <div>Nonprofit</div> </div> </div>	<div>Notes</div> <div>MarshCAM; The building is owned by the City of Palo Alto and leased to the Environmental Volunteers, for a minimum of 40 years, at \$1 . per year. We hold a signed contract that was unanimously approved by the Palo Alto City Council; similar in situation (land and building owned by city, nonprofit operates the building, city maintains wetland</div>
<div>Staffing</div> <div> <ul style="list-style-type: none"> 7 full-time, 3 part-time board of directors education team: education director and 2 fulltime program managers, and 1 part time project manager, and part-time education assistant (maintains education materials) </div>		<div>recreation</div> <div>volunteer restoration</div> <div>events</div> <div>retail</div> <div>art</div> <div>research offices</div> <div>o&m offices</div> <div>camps</div> <div>facility rentals</div>	<div>Specific Questions</div> <div>Nonprofit</div> <div> <ul style="list-style-type: none"> Can you tell us more about the \$1/year lease agreement and how you accomplished that with the City? Who maintains the surrounding baylands? Have you considered volunteer restoration? </div>
<div>Americorps Internships</div> <div></div>			
<div>Hours of Operation</div> <div>Winter, S 10-3, March-Dec M,Th,F 11-1:30</div>			
<div>Eco-Building</div> <div>Size of building</div> <div>2800 sq ft</div> <div>Features</div> <div>"Ultimate recycling project," on the historic register</div>		<div>Partners</div> <div> <ul style="list-style-type: none"> City of Palo Alto </div>	<div>Transferable Components</div> <div> <ul style="list-style-type: none"> MarshCAM Relationship with City / lease Culture of non-profit Retail: uses skills of volunteers for sales, incorporating bird books into retail "cart" </div>
			<div>Contact</div> <div>Title</div> <div>ED</div> <div>Phone Number</div> <div>650-493-8000</div> <div>ext 333</div> <div>Email</div> <div>Allan@EVols.org</div>

Arcata Marsh

FILTERS			
Bay Area	<input type="checkbox"/>		
2nd Party Operator	<input checked="" type="checkbox"/>		
Park	<input checked="" type="checkbox"/>		
Wetland	<input checked="" type="checkbox"/>		
Eco-Building	<input type="checkbox"/>		
Governance	Public-nonprofit		
Budget			
Location	Arcata, CA		
Owner Type (Public, Private,	City of Arcata Public		
Description	Marsh and wildlife sanctuary treating Arcata's wastewater		
2nd Party Operator Who Type (Public, Private,	<input checked="" type="checkbox"/> Friends of the Arcata Marsh (Interpretive Center), City of Nonprofit, Public		
Staffing	<ul style="list-style-type: none"> • 11 committees • board of directors 		
Americorps Internships	<input type="checkbox"/>		
Hours of Operation	M 1-5, Tu-Su 9-5, marsh 4 am - sunset		
Eco-Building Size of building Features	<input type="checkbox"/>		

Site Size

307 acres

☒ Park
 ☒ Wetland

Funding Mix

- Donations
- membership fees,
- volunteers

Programs

educational programs

☒

interpretive center, education projects, science fairs,
research grants for Humboldt State University student
research, art shows, tours, public lectures

recreation
 volunteer restoration
 events
 retail
 art
 research offices
 o&m offices
 camps
 facility rentals

☒
☒
☐
☒
☐
☐
☐

Partners

O&M Budget (annually)

501c3 #

Maintenance

Notes

Hosts art exhibits

Specific Questions

- How many staff members do you have to operate?

Transferable Components

Contact

Title

Phone Number

Email

707-826-2359

info@arcatamarshfriends.org

Ballona Wetlands

FILTERS					
Bay Area	<input type="checkbox"/>	Site Size	600 acres	O&M Budget (annually)	<ul style="list-style-type: none"> Loyola Marymount University (Center for Urban Resilience), Otis College of Art and Design, Cal State Lands Commission, Costal Conservancy Dep. Fish and Game
2nd Party Operator	<input checked="" type="checkbox"/>	Park	<input checked="" type="checkbox"/>	501c3 #	
Park	<input checked="" type="checkbox"/>	Wetland	<input checked="" type="checkbox"/>	Maitenance	
Wetland	<input checked="" type="checkbox"/>			Notes	Have Ecological Reserve status from Department of Fish and Game
Eco-Building	<input type="checkbox"/>			Specific Questions	<ul style="list-style-type: none"> Does ecological reserve status open up additional funding sources? Do you have a visitors center where you host events? Where are your offices?
Governance	Public-nonprofit			Transferable Components	
Budget				Contact	Lisa Firimani
				Title	ED
Location	Playa Del Rey, CA			Phone Number	310.306.5994
Owner	State of California			Email	lisaf@ballonafriends.org
Type (Public, Private,	Public				
Description	Champion the restoation and protection of Ballona Wetlands, involving and educating the public as advocates and stewards				
2nd Party Operator	<input checked="" type="checkbox"/>				
Who	Friends of Ballona Wetlands				
Type (Public, Private,	Nonprofit				
Staffing	ED, Office Admin, 2 Programs Coordinator, Board of directors				
Americorps Internships	<input type="checkbox"/>				
Hours of Operation					
Eco-Building	<input type="checkbox"/>				
Size of building					
Features					

Bolsa Chica Wetlands

FILTERS		Site Size		O&M Budget (annually)	
Bay Area	<input type="checkbox"/>	Park	<input type="checkbox"/>		Department of Fish and Game
2nd Party Operator	<input checked="" type="checkbox"/>	Wetland	<input checked="" type="checkbox"/>		
Park	<input type="checkbox"/>				
Wetland	<input checked="" type="checkbox"/>				
Eco-Building	<input type="checkbox"/>				
Governance	Public-nonprofit				
Budget					
Location	Huntington Beach, CA			501c3 #	
Owner	State of California, State Lands Commission			Maintenance	
Type (Public, Private, Public	Public				
Description	Advocate restoration and preservation of the wetlands through public outreach, participation, education, and leadership			Notes	Works with Orange County Outdoor education department, Bolsa Chica Foundation, Huntington Beach Chamber of Commerce, Huntington Beach Visitors and Conference Bureau, Volunteer Center of Orange County
2nd Party Operator	<input checked="" type="checkbox"/>	Programs		Specific Questions	
Who	Bolsa Chica Conservancy	educational programs		<ul style="list-style-type: none"> What allows you to be open 7 days/week? Who monitors/maintains the live webcam? Who maintains the wetlands? 	
Type (Public, Private, Nonprofit	Nonprofit	<input checked="" type="checkbox"/> high school student research programs, classes, volunteer scientists program for water testing, free public tours			
Staffing		recreation volunteer restoration events retail art research offices o&m offices camps facility rentals			
		<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>			
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	7 days/week, 9-4				
Eco-Building	<input type="checkbox"/>	Partners		Contact	
Size of building				Title	Grace Adams
Features				Phone Number	714-846-1114 (general line)
				Email	Grace@bolsachica.org

Crissy Field Center

FILTERS											
Bay Area	<input checked="" type="checkbox"/>	Site Size		100 acres: 20 acre marsh	O&M Budget (annually)						
2nd Party Operator	<input type="checkbox"/>	Park		<input checked="" type="checkbox"/>		Long list					
Park	<input type="checkbox"/>	Wetland		<input checked="" type="checkbox"/>							
Wetland	<input type="checkbox"/>										
Eco-Building	<input checked="" type="checkbox"/>	Funding Mix		<ul style="list-style-type: none">• Grants• Donations• NPS• Presidio Trust• Endowment• Retail proceeds• Volunteers							
Governance	<input checked="" type="checkbox"/>										
Budget											
Location	San Francisco, CA										
Owner	GGNPC, NPS, Presidio Trust										
Type (Public, Private,	Public / Nonprofit										
Description	Green facility of classrooms, labs, and gathering spaces for environmental education										
2nd Party Operator	<input type="checkbox"/>	Programs		Notes							
Who		educational programs			Different scale						
Type (Public, Private,		<input checked="" type="checkbox"/> <ul style="list-style-type: none">• Classes• Workshops• Field trips• Educator training and resources• Youth leadership• Afterschool programs									
Staffing		recreation				Specific Questions					
		volunteer restoration					Transferable Components				
		events						Contact			
		retail							Title		
		art								Phone Number	
		research offices									415-561-4323
		o&m offices									
		camps		Email							
		facility rentals									
Americorps Internships	<input type="checkbox"/>										
Hours of Operation		Partners									
Eco-Building	<input checked="" type="checkbox"/>										
Size of building	7,200 sq ft										
Features	solar power, rainwater catchment tank										

Ecohouse

FILTERS					
Bay Area	<input checked="" type="checkbox"/>				
2nd Party Operator	<input type="checkbox"/>				
Park	<input type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Eco-Building	<input checked="" type="checkbox"/>				
Governance	<input checked="" type="checkbox"/>	Nonprofit			
Budget					
Location	Berkeley, CA				
Owner	Ecology Center				
Type (Public, Private,	Nonprofit				
Description	Demonstration house and garden demonstrating ecological ways of living.				
2nd Party Operator	<input type="checkbox"/>				
Who					
Type (Public, Private,					
Staffing	<ul style="list-style-type: none"> steering committee 				
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	For tour, class, or workshop only				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building	852 sq ft				
Features	<ul style="list-style-type: none"> solar panels greywater and wetland system rainwater cistern living roof 				
Site Size	Park		<input type="checkbox"/>		
	Wetland		<input type="checkbox"/>		
Funding Mix					
Programs	educational programs <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Classes Workshops Tours Youth energy services project YES Solar education project SEEP 				
	recreation <ul style="list-style-type: none"> <input type="checkbox"/> volunteer restoration events retail art research offices o&m offices camps facility rentals 				
Partners					
O&M Budget (annually)					<ul style="list-style-type: none"> Center for EcoLiteracy, CASSL Foundation, City of Berkeley, EBMUD
501c3 #					
Maintenance					
Notes	Tenants occupy and maintain house.				
Specific Questions	<ul style="list-style-type: none"> Does tenancy generate the most revenue for operating and maintaining the house? Is retail park of your suite of programs? 				
Transferable Components					
Contact	Beck Cowles				
Title	Program Manager				
Phone Number	510-548-2220 x 233				
Email	ecohouse@ecologycenter.org				

Friends of the Cedar River Watershed

FILTERS							
Bay Area	<input type="checkbox"/>	Site Size Park Wetland	90,500 acres	O&M Budget (annually)	Public/private partnership; sponsors: Brown Bear Car Wash, REI		
2nd Party Operator	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
Park	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>						
Eco-Building	<input type="checkbox"/>						
Governance	<input type="checkbox"/>						
Budget							
Location	North Bend, WA	Funding Mix		501c3 #			
Owner	Seattle Public Utilities						
Type (Public, Private,	Public						
Description	The center is open to all visitors and serves as an important resource for more serious students to learn about complex issues surrounding the future of drinking water, forests, and salmon.					Maintenance	
		Programs educational programs	<input checked="" type="checkbox"/>	Notes			
			tours, exhibits, art installations made possible through City Art Commission, field trips, workshops, classes, free family events, curriculum disks and tools				
		recreation volunteer restoration events retail art research offices o&m offices camps facility rentals	<input checked="" type="checkbox"/>	Specific Questions			
			<input checked="" type="checkbox"/>				
			<input checked="" type="checkbox"/>				
			<input checked="" type="checkbox"/>				
			<input checked="" type="checkbox"/>				
			<input checked="" type="checkbox"/>				
			<input checked="" type="checkbox"/>				
			Transferable Components				
		Partners		Contact Title Phone Number Email	Erin Frost Operation Manager 206.297.8141 (general) erin@cedarriver.org		
		2nd Party Operator Who Type (Public, Private,	<input checked="" type="checkbox"/>	Hours of Operation	Tu-Sa 10-4 (wet season), Tu-Su 10-5 (dry season)		
			Friends of the Cedar River Watershed				
			Private Nonprofit				
		Staffing	• 5 full time, board of directors	Americorps Internships	<input type="checkbox"/>		
		Eco-Building Size of building Features	<input checked="" type="checkbox"/>	LEED building, Laboratories, research library, auditorium			

Nature Bridge

[illegible]

Nisqually Reach Nature Center

FILTERS					
Bay Area	<input type="checkbox"/>	Site Size	Park	<input checked="" type="checkbox"/>	beach
2nd Party Operator	<input checked="" type="checkbox"/>		Wetland	<input type="checkbox"/>	
Park	<input checked="" type="checkbox"/>				
Wetland	<input type="checkbox"/>				
Eco-Building	<input type="checkbox"/>				
Governance	<input type="checkbox"/>	Public-nonprofit			
Budget					
Location	Olympia, WA				
Owner	Washington Dept of Fish and Game				
Type (Public, Private,	Public				
Description	Offer estuarine envionrmental education at Luhr beach through supplemental classroom, laboratory, and field trip opportunities.				
2nd Party Operator	<input checked="" type="checkbox"/>				
Who	Nisqually Reach Nature Center				
Type (Public, Private,	Nonprofit				
Staffing					
Americorps Internships	<input type="checkbox"/>				
Hours of Operation	Sep-Jun, MTu 12:30-2:30, Tu-F 9:30-11:30, public open house once/month				
Eco-Building	<input checked="" type="checkbox"/>				
Size of building					
Features	<ul style="list-style-type: none"> Recycling center (Materials Recovery Facility), cool roof, solar panels 				

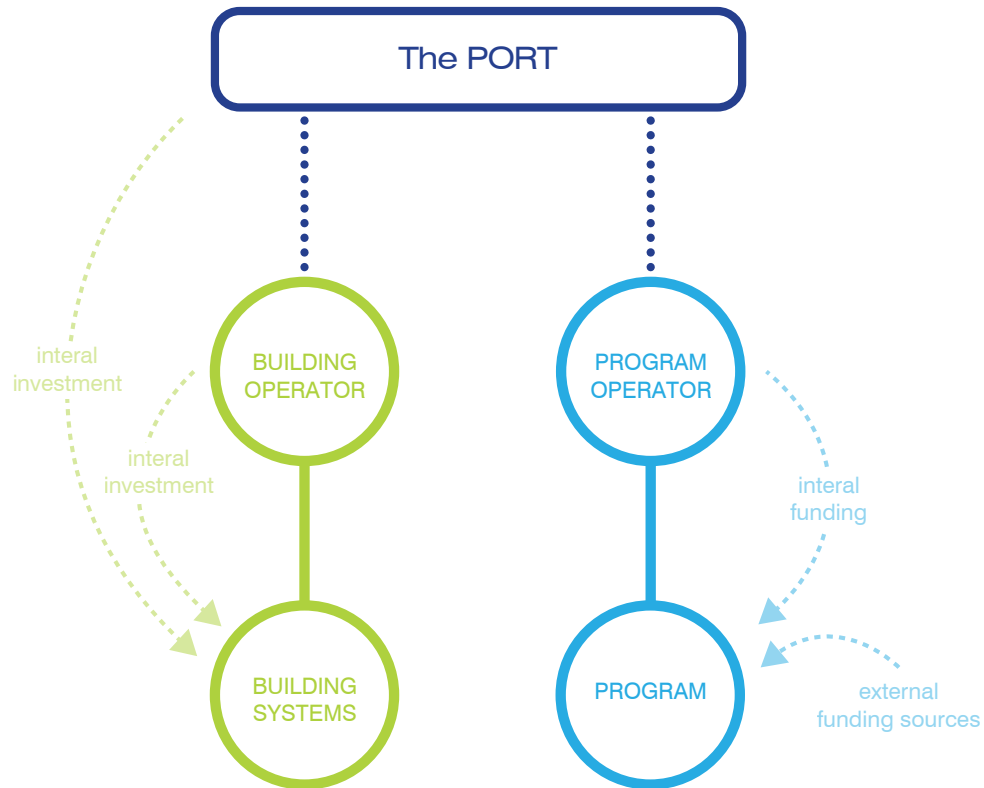
Sun River Nature Center & Observatory

FILTERS							
Bay Area	<input type="checkbox"/>	Site Size Park Wetland	<input type="checkbox"/>	O&M Budget (annually)			
2nd Party Operator	<input type="checkbox"/>		<input type="checkbox"/>				
Park	<input type="checkbox"/>						
Wetland	<input type="checkbox"/>						
Eco-Building	<input type="checkbox"/>						
Governance	<input type="checkbox"/> Nonprofit						
Budget							
Location	Sunriver, OR	Funding Mix		501c3 #			
Owner	Sunriver Nature Center						
Type (Public, Private,	Private/Nonprofit						
Description	Nature center and observatory providing hands-on exhibits, raptor presentations, interpretive nature walks, and telescopes to provide education, research, and conservation in the natural sciences						
2nd Party Operator	<input type="checkbox"/>						
Who							
Type (Public, Private,							
Staffing	6 full time staff, 1 grounds maintenance worker	Programs educational programs classes, workshops, nature walks, performign arts, class lectures, exhibits recreation volunteer restoration events retail art research offices o&m offices camps facility rentals	<input checked="" type="checkbox"/>	Notes			
Americorps Internships	<input type="checkbox"/>			Specific Questions			
Hours of Operation							
Eco-Building	<input type="checkbox"/>	Partners		Transferable Components			
Size of building							
Features							
				Contact	Rob Bingham		
				Title	Nature Center Manager		
				Phone Number	541-593-4442		
				Email			

MODEL 4: DUAL

1/ Full-time building services and maintenance operator

1/ Full-time program operator



- Building maintenance and programming responsibilities are delegated to 2 individual operators.
- The services and maintenance operator should be proficient in green building technologies and sustainable energy and utilities.
- At least one full-time staff member should visit or occupy the EcoCenter daily to ensure consistent operations.
- The maintenance operator would be responsible for coordinating the budget to support the servicing. This position is the same for models 3 and 4.
- The budget may require annual Port investment.
- The program operator would coordinate, operate, and fund raise for all programming occurring at the Center. They would be responsible for coordinating the building schedule with the building operator.
- The entity assuming the program operator position should have a mission to provide a well-rounded variety of environmental education programs.
- The program operator would be responsible for coordinating all of the fund raising to host their programs.
- Fund raising would likely come from multiple sources.

MODEL 5: MULTIPLE

1/ Full-time building services and maintenance operator

1/ Full-time program operator and coordinator

1-many/ Part-time program operators

- The program operator position is expanded expanding the program operator position.

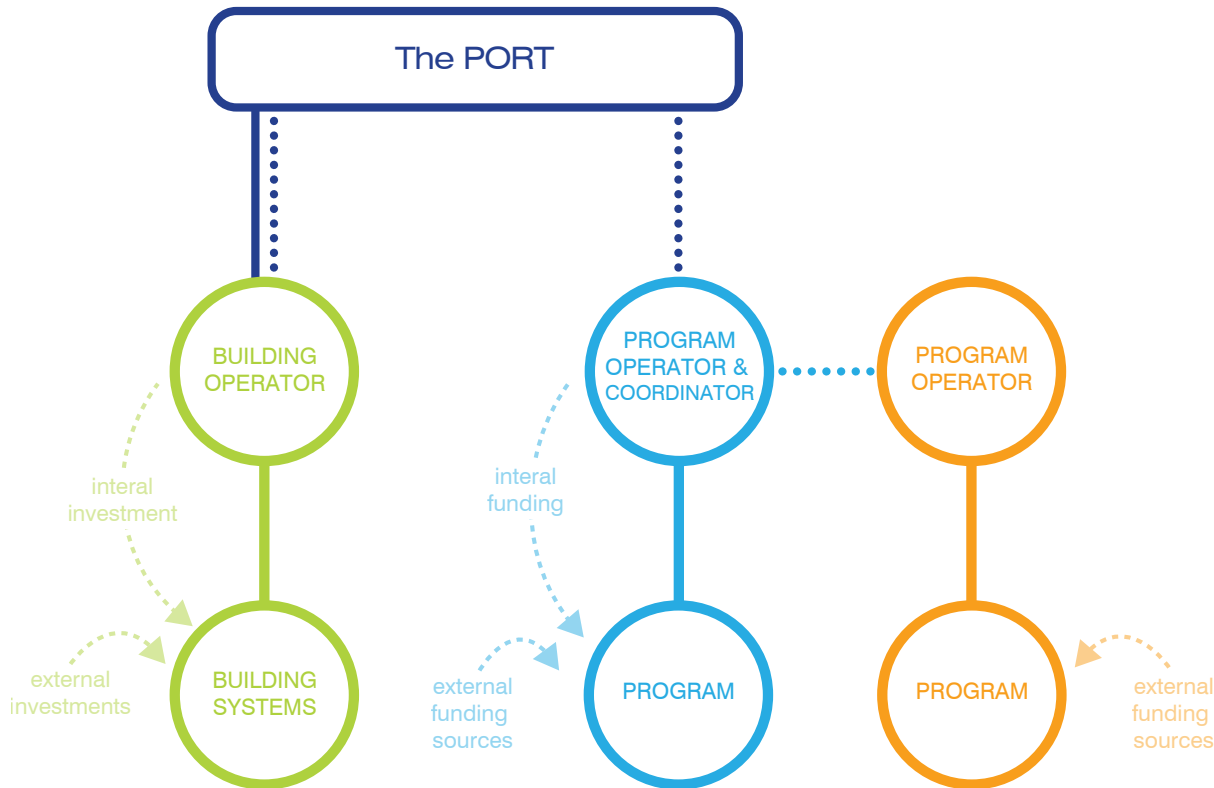
- A facilities coordinator responsible for coordinating the schedule with the building services operator and all program operators is a critical position to operate this model.

- The program operator would be responsible for establishing the facilities coordinator position.

- The program operator would also be responsible for the primary fund raising for programming.

- Contracts with external operators could require a percent or minimum fund raising contribution to increase capabilities.

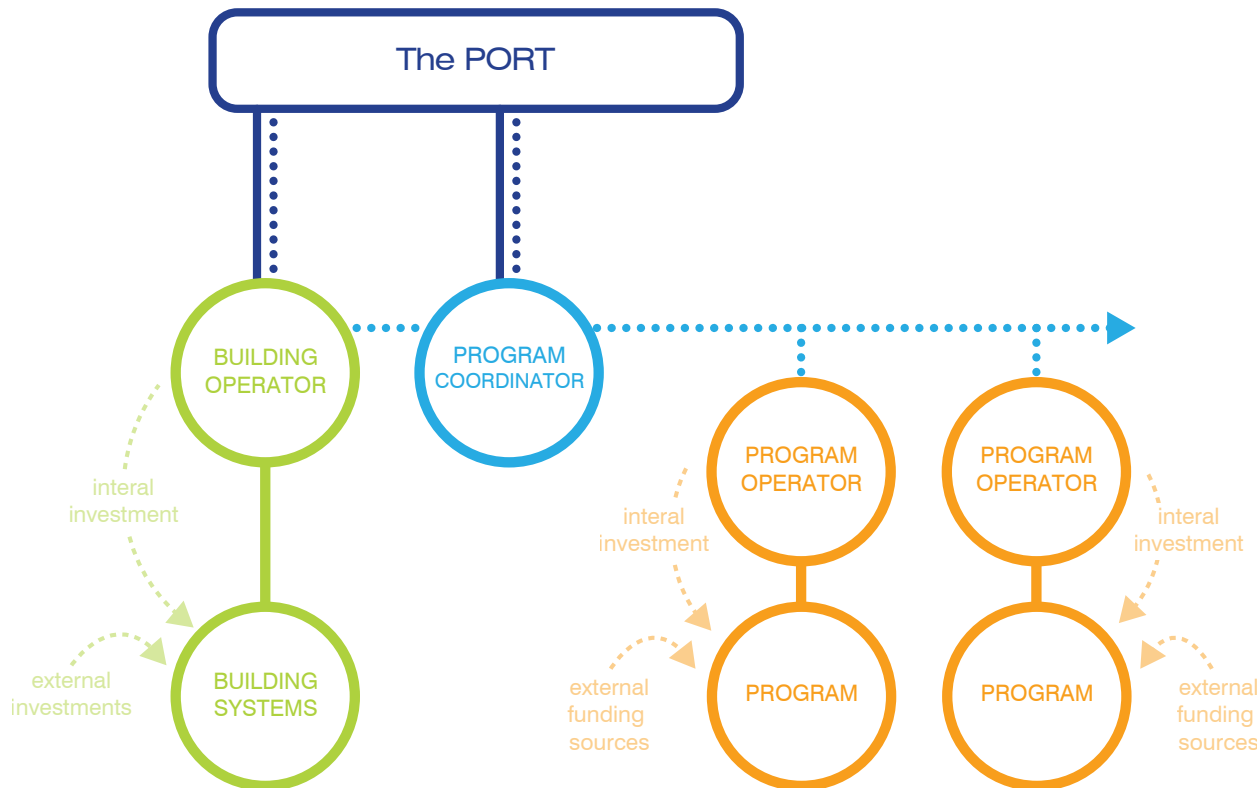
MODEL 6: MANY



1/ Full-time building services and maintenance operator

1/ Full-time facilities coordinator

1-many/ Part-time program operators



- A building servicing operator is retained
- A separate facilities coordinator would oversee the building schedule and requests for events, and would coordinate all events from program operators.
- Advertising the EcoCenter to attract operators would be a critical role of the facilities coordinator in this model.
- The facilities coordinator would be responsible for managing the center during open hours of operation, events, and rentals.
- The coordinator could be a Port employee and would require Port funding for operation.

MODEL 7: BROKER

1/ Full-time comprehensive facilities coordinator

1-many/ Contract technicians

1-many/ Part-time program operators

- A single coordinator to oversee and schedule servicing, maintenance, and programming at the EcoCenter.

- The facilities coordinator would oversee requests for events and coordinate all events from program operators.

- Advertising the EcoCenter to attract operators would be a critical role of the facilities coordinator in this model.

- The facilities coordinator would be responsible for managing the center during open hours of operation, events, and rentals.

