



**CERTIFIED SUSTAINABLE  
LANDSCAPE PROFESSIONAL**

## Business Plan

June 30, 2014

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# 1. Executive Summary

## Program Description

The ecoPRO Certified Sustainable Landscape Professional program aims to satisfy the growing professional and consumer interest in sustainable landscaping services. This training and certification program for landscape professionals is intended to achieve four primary outcomes: 1) provide credentials to individuals with expertise in sustainable landscaping practices, thereby giving them an advantage in the marketplace; 2) provide consumers with a verifiable means of judging qualifications; 3) impart practical knowledge to landscape professionals to use in the field; and 4) achieve widespread adoption by professionals of sustainable landscaping practices across Washington state. Over the long term the vision is for trained, certified professionals to help establish sustainable landscaping as the norm for homes, institutions, and public spaces, thus contributing to the restoration and protection of watersheds, groundwater, and public health throughout Washington.

The program has been under development since 2011 with input from a broad base of stakeholders. This business plan aims to move the program from the development and pilot stage to a full-fledged program that has high demand and visibility, as well as a sustainable functioning structure. It is an ambitious plan. The first focus will be to develop strong market share for sustainable landscaping certification and services in the Puget Sound region and then expand the program to Eastern Washington. The Washington State Nursery & Landscape Association (WSNLA) and Washington Association of Landscape Professionals (WALP) have been identified as joint program administrators. Their commitment positions ecoPRO as a respected industry-standard certification program that offers real, marketable value to participants. Their administrative oversight will ensure that the program has the foundational stability to achieve its short and long term goals.

Goals for the next three years (by mid-2017) are to:

- Create demand for the certification by landscape professionals.
- Create demand for sustainable landscape services by residents, commercial entities, and public agencies through marketing the ecoPRO program and ecoPRO certified professionals.
- Offer 2-3 trainings a year, certifying 75 landscape professionals each year.
- Identify “education partners” to offer additional trainings and grow the program geographically.
- Establish a protocol to evaluate best management practices employed by certified individuals that can be translated into environmental and health impacts.

Long term goals (by the end of 2020) are to:

- Achieve market recognition of the program brand by consumers and landscape professionals.
- Offer training throughout Washington, in Spanish, and provide online options.
- Have 700 trained and certified professionals statewide who serve approximately 30,000 residential customers, 20,000 commercial/institutional customers, and 30% of public entities.

## Summary of Business Plan

This business plan lays out a strategy and tactics for implementation, including marketing, program governance and management, program evaluation and measurement, program growth, and financing.

The marketing strategy engages professionals and consumers simultaneously, gaining market demand on both fronts. The evaluation and measurement plan includes tactics for adaptively managing the program and measuring the program's performance against its goals – administrative, marketing, financial, and environmental.

The financial plan offers a multi-faceted strategy to achieve self-sufficiency by 2020. By relying on diverse sources of revenue—including user fees, sponsorships, and in-kind contributions of volunteer time—the program expects to minimize its reliance on grant funding and become financially self-sustainable by the end of 2020. Startup costs include:

- Hiring a .25 FTE for program management, coordination, and administration
- Developing a program website and marketing materials
- Conducting initial marketing to priority audiences
- Developing a system for tracking best practices and environmental impacts

Startup costs in years one and two will be covered primarily by grants; by year three, increased participation and recertification will drive higher user fees to cover nearly half of all program costs. Sponsorships—available at four levels, ranging from \$100 to \$10,000+—are expected to develop into a robust second revenue stream, eventually funding nearly half of all program costs. In-kind contributions of time from the program's Steering and Technical Committee members are expected to save \$9,000 per year.

## 2. Program Description

Puget Sound and other watersheds throughout our state are in trouble. Toxic and nutrient-laden runoff from the built environment—including lawns and gardens, golf courses, corporate campuses, roads, and industrial facilities—is harming critical ecosystem functions that support our health and economy. To protect and strengthen our quality of life and our region's prosperity, we need to change how we design, install, and maintain our landscapes. The ecoPRO Certified Sustainable Landscape Professional program has been established to respond to this need. The program provides science-based information that promotes, guides, and informs ecological, sustainable landscape management. It serves as Washington State's first advanced certification in sustainable landscaping practices for landscape professionals.

Landscape professionals have the option of participating in a 21-hour training and then taking the exam, or solely taking the exam. Trainings are highly encouraged and offered in multiple locations within Puget Sound, with the goal of expanding offerings statewide by 2017. Topic area experts cover 200+ sustainable landscape management best practices over three days and the trainings culminate with a

certification exam whereby training participants demonstrate their knowledge of sustainable landscape principles and best management practices. Those that pass the exam become ecoPRO certified. To date, the program has hosted two trainings in Western Washington and certified 41 landscape professionals. The ecoPRO designation is valid for three years, during which time individuals must recertify by reporting 24 credits of pre-approved continuing education.

This precedent setting program will be administered by Washington State Nursery & Landscape Association (WSNLA) and Washington Association of Landscape Professionals (WALP). These organizations are well-respected, well-connected, and well-established in the landscape professional world. Their administrative oversight will ensure that the ecoPRO program has the foundational stability to achieve its short and long term goals. A steering committee and a technical committee have been established to provide ongoing leadership and ensure technical vigor of the program.

### ecoPRO Program by June 2017 (Year 3)

Over the next three years, the program goals are to:

- ✓ Create demand for sustainable landscape services by customers through marketing the ecoPRO program.
- ✓ Certify 175 landscape professionals and offer three annual trainings.
- ✓ Secure two to three “education partners” to offer ecoPRO trainings.
- ✓ Offer one training in Eastern Washington.
- ✓ Put a protocol in place to track best management practices employed by certified individuals, the number of customers requesting sustainable practices, and how that translates into environmental and health impacts.

### ecoPRO Program by end of 2020 (Year 6)

By the end of 2020, the goals are to:

- ✓ Have 700 certified individuals that are applying sustainable landscaping practices across the state, reaching 30,000 residential customers, 20,000 commercial/institutional customers, and 30% of public entities.
- ✓ Offer four annual trainings throughout Washington State, reaching 100 professionals each year.
- ✓ Increase the number of “education partners” to offer trainings; offer trainings in other languages beginning with Spanish; and offer online training options.

Table 1 depicts overall program milestones for Year 1 through 6. Table 2 shows the implementation timeline for Years 1-3 by quarter and for Years 4-6 by year. Detailed plans for marketing, governance and administration, program performance measurement, and program financing are in the appendices.

**Table 1. Program Milestones: 2014-2020**

<b>ENVIRONMENTAL / HEALTH IMPACTS</b>	Plan for tracking environmental and health impacts	Certified professionals providing data to help track impacts and changes in practices	1% of sustainable landscaped acreage in Puget Sound designed and managed with sustainable landscaping practices	Evaluation studies show decline in use of pesticides, widespread water efficient practices, etc.
<b>ADMINISTRATION / GOVERNANCE</b>	.25 FTE identified/hired for program management & coordination		.30 FTE for program management & coordination	0.5 FTE for program management & coordination
<b>SUSTAINABLE FUNDING</b>	Initial funding secured (July 2014); combination of sponsorships and at least 1 grant			<p>Program funded through combination of fees, grants, sponsorships, and partner support.</p> <p>Funding covers .5 FTE to provide program management, administration, and marketing.</p>
<b>EDUCATION</b>	2 trainings; 50 professionals trained	3 trainings; 75 professionals trained	3 trainings (>1 in E-WA) + 1-2 education partners = 75-100 professionals trained	<ul style="list-style-type: none"> <li>• 4 annual trainings reach &gt;100 professionals</li> <li>• 4-6 partners offer ecoPRO education</li> <li>• Training and certification happening statewide</li> <li>• Spanish offerings</li> </ul>
<b>MARKET DEMAND</b>			<ul style="list-style-type: none"> <li>• 9% of professionals (175 individuals) have been certified and are doing sustainable landscaping practices</li> <li>• Certified landscape professionals are hired by 10% of public entities</li> </ul>	<ul style="list-style-type: none"> <li>• 30-35% of professionals (600-700 individuals) have been certified and are doing sustainable landscaping practices</li> <li>• Certified landscape professionals are hired by 30% of public entities</li> </ul>
<p style="text-align: center;"><b>YEAR 1</b> 2014-2015</p> <p style="text-align: center;"><b>YEAR 2</b> 2015-2016</p> <p style="text-align: center;"><b>YEAR 3</b> 2016-2017</p> <p style="text-align: right;"><b>BY 2020</b></p>				



### 3. Marketing Strategy

Effective and efficient marketing to the program’s target audiences is a critical component to the program’s success in meeting its short and long term goals. A thorough market analysis was conducted during the program development stage, with a subsequent marketing strategy and plan for years 1 through 3 of the program. Below is a summary of the marketing strategies and tactics. Please see Appendix A for a complete ecoPRO Marketing Plan.

The overall communication goal is to achieve market recognition of the program brand. The marketing objectives to achieve this goal are:

- Consumers are hiring and asking for ecoPRO certified professionals.
- ecoPRO professionals are actively seeking certification.
- ecoPRO professionals are marketing the certification to their customers.

The overarching strategy is to focus initial marketing efforts on key audiences that are easily reachable, motivated by the concept of sustainability, and able to help market the program to secondary audiences. Four key target audiences were identified for initial marketing in years 1-3: (1) landscape companies and employees; (2) public facilities managers; (3) general public (*see sidebar: 10-15% of general public consumers who use landscaping services are “green-minded”*); and (4) “influencers,” including building trade associations, utilities, and municipalities. Landscape companies and employees are the first audience to engage.

- ✓ “Green-minded” Public
- ✓ Aged 45-64
- ✓ College-educated
- ✓ Married
- ✓ Annual Income over \$75K
- ✓ No kids at home
- ✓ Own a single-family home
- ✓ Engaged in outdoor activities and cultural events

### Marketing Tactics and Deployment

Four marketing tactics were developed to engage the target audiences.

#### Tactic #1: Develop marketing materials toolkit and program website

A robust marketing materials toolkit will provide both ecoPRO certified professionals and key partners with electronic and print collateral materials to assist them in their own marketing efforts to promote the program. The toolkit should include a program brochure, messaging and talking points for media outreach, camera-ready logos and guidelines for use of the logo, and quick tips and facts for marketing and educating customers about sustainable landscaping. The program website will be the “go-to” for all information and should include a “Find a Certified Professional” feature for consumers. The marketing materials and website will serve as foundational tools for all other tactics.

#### Tactic #2: Leverage media outreach

Targeted and strategic outreach can be an economical and effective method for raising awareness of the program. Media outreach includes using press releases to announce the launch of the program and

website, newly certified individuals after each training, and other key milestones. Media outlets include home and garden publications, trade and vertical trade publications, local Washington media, business publications, and blogs.

### Tactic #3: Develop and maintain strategic partnerships and attend events

Establishing and building relationships with key audience organizations and associations is an effective way to introduce the program to them and their members. Having a presence at and attending key events throughout the state will help reach target audiences. Strategic partnerships include: building industry associations (such as the Building Owners and Managers Association); facilities managers associations (such as the International Facility Management Association); landscape architecture and design organizations (such as the Washington chapter of American Society of Landscape Architects and the Washington Association of Professional Landscape Designers); entities that offer horticulture education to professionals (such as Plant Amnesty and statewide horticulture schools); other sustainable business certification programs (such as EnviroStars, Salmon Safe, and BuiltGreen); government entities that need to meet NPDES (National Pollution Discharge Elimination System) education permit requirements; and public entities that have sustainability offices. Events to attend include the annual Northwest Green Industry Conference, conferences focused on sustainability, and workshops and seminars providing education to landscape professionals around the state (such as the Green Gardening Program). The Program Administrator will call on ecoPRO certified professionals to help speak at these events and staff information tables.

### Tactic #4: Utilize social media and online advertising

Social media is an effective way to reach certain audiences in an interactive way. The Program Administrator will use Facebook, Twitter, LinkedIn, Pinterest, and other social media to announce newly certified individuals, feature program updates and successes, and engage certified individuals. They will also engage Facebook Ads, Google AdWords, and other online ad sources for an online ad campaign.

Table 3 summarizes the tactics for each target audience, based on the desired behavior of each, followed by a description of each marketing tactic. Appendix A (ecoPRO Marketing Plan) contains a list of potential partners and a detailed marketing implementation calendar.

**Table 3. Target Audiences, Desired Behaviors, and Marketing Tactics**

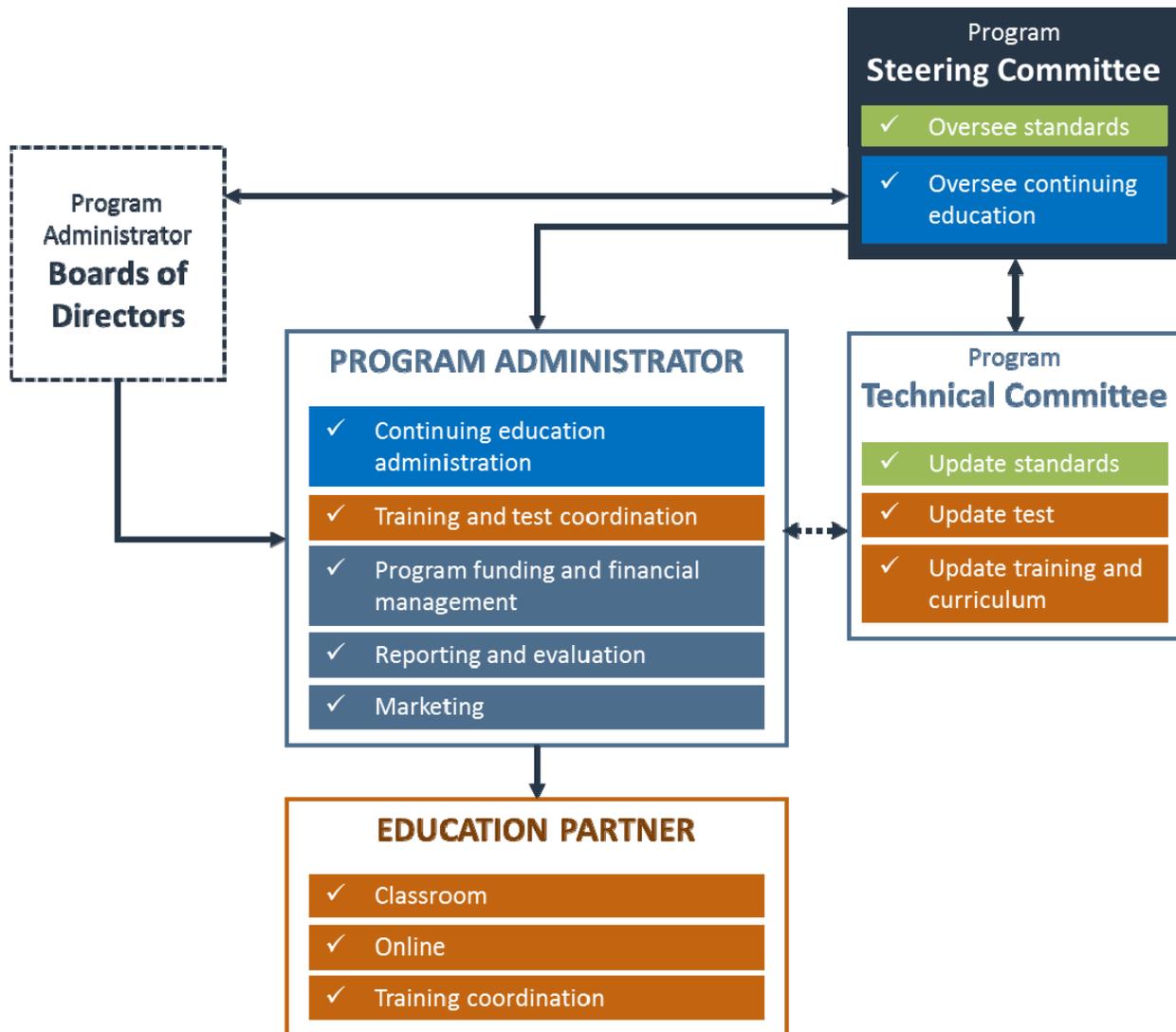
Target Audience	Desired Behaviors	Marketing Tactics
Landscape companies and employees	<ul style="list-style-type: none"> <li>✓ Get certified</li> <li>✓ Hire ecoPRO certified employees</li> <li>✓ Market certification to customers</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Marketing toolkit</b> - helps them get customers and shows an advantage over their competitors in the market</li> <li>✓ <b>Media outreach</b> – creates consumer demand</li> </ul>
Public facilities managers	<ul style="list-style-type: none"> <li>✓ Certify staff</li> <li>✓ Include certification specifications in procurement</li> <li>✓ Promote ecoPRO certification</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Media outreach</b> – makes them aware of the program and its value</li> </ul>
General public (10-15%)	<ul style="list-style-type: none"> <li>✓ Hire an ecoPRO certified professional</li> <li>✓ Tell friends and neighbors (word of mouth)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Media outreach, strategic partnerships and events, social media – makes them aware of the program and its website</li> </ul>
Influencers	<ul style="list-style-type: none"> <li>✓ Promote and recommend certification to residential and commercial customers and members</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Marketing toolkit</b> – provides resources they can offer to customers/members</li> <li>✓ <b>Media outreach, partnerships &amp; events</b> – makes them aware of the program and its value</li> </ul>

## 4. Program Management and Governance

The ecoPRO program will be jointly administered by the Washington State Nursery & Landscape Association (WSNLA) and Washington Association of Landscape Professionals (WALP) starting in July 2014, and governed by a Program Steering Committee. Others involved in the implementation of this program include a Technical Committee and Education Partners. This section presents a brief description of the roles and responsibilities of each of the entities involved in the ecoPRO Program.

Figure 1 below shows a graphic representation of each of the entities involved in the program, the role of each, and how each entity will work together to help ensure a successful, statewide sustainable landscape professional certification Program. See Appendix B for a detailed Program Governance Plan.

**Figure 1. Entities Involved in the ecoPRO Program**



## Program Administrator

As of July 2014, WSNLA and WALP will have assumed the role of Program Administrator. They will be responsible for:

- ✓ Administering the overall program, the training(s), and exam(s);
- ✓ Coordinating with the Program Steering Committee, Technical Committee, and Education Partners;
- ✓ Conducting program planning and evaluation, and adaptively managing the program;
- ✓ Marketing the program;
- ✓ Seeking ongoing funding to support and grow the program.

The Program Administrator holds a seat on the Program Steering Committee. The Program Administrator reports to its existing Board of Directors.

## Program Steering Committee

The Program Steering Committee provides overall governance to the program. This committee is responsible for:

- ✓ Assisting the Program Administrator in defining and reevaluating short and long-term strategy;
- ✓ Providing third-party program oversight on program standards and continuing education credits;
- ✓ Ensuring that the program acts in accordance with the Program's mission.

The Program Steering Committee consists of 7-10 members representing a cross-section of key stakeholder and partner entities.

## Technical Committee

The Technical Committee is responsible for the following:

- ✓ Updating standards and exam to keep them relevant;
- ✓ Updating the training and associated curricula;
- ✓ Identifying instructors for the trainings.

The Technical Committee meets annually to ensure standards, exam, and training/curriculum reflect the most up-to-date science and policy as it relates to the ecoPRO program. The Technical Committee consists of 7-10 members representing a cross-section of key stakeholder entities.

## Education Partner(s)

Education Partners are community colleges, universities, government agencies, and non-governmental organizations who work in collaboration with the Program Administrator to offer the ecoPRO training through their own means and following the curriculum guidelines established by the ecoPRO program. These trainings will be in addition to the trainings that will be offered by the Program Administrator. Having Education Partners will help increase overall training capacity and reach across the state.

Potential Education Partners include University of Washington Botanic Gardens, Washington State University Urban IPM Program, statewide college horticulture programs, and local public agencies such as Skagit Conservation District or Thurston County Health Department.

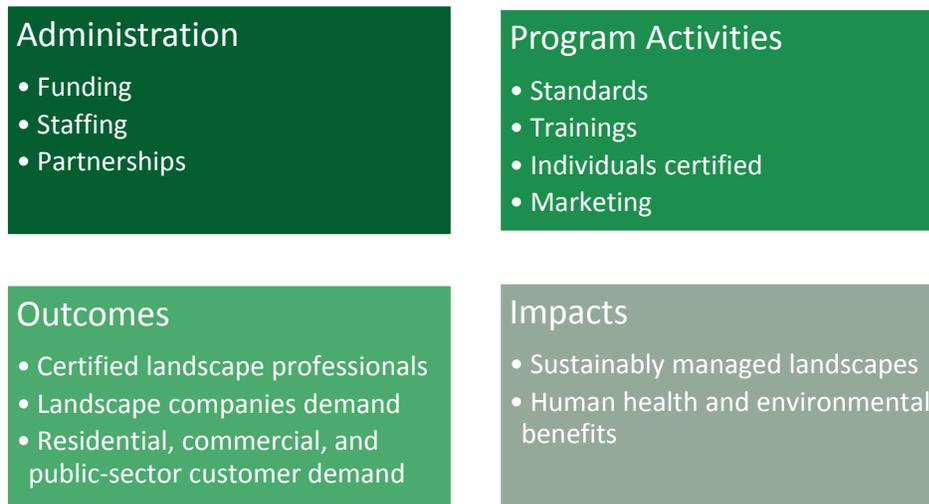
## Board of Directors

The Program Administrator Board of Directors refers to the Program Administrator entity’s existing Board of Directors. This includes both WSNLA and WALP boards of directors. These boards have fiduciary responsibility for their respective organizations and will ensure the program is financially sound.

## 5. Program Evaluation & Measurement

The Program Administrator will monitor and adaptively manage the performance of the ecoPRO program to ensure that it is continually meeting its short and long term goals. A detailed program performance measurement plan includes methods for tracking program status and progress in four areas: administration, program activities, outcomes, and impacts as shown below in Figure 2.

**Figure 2. Components of Program Evaluation and Measurement**



Performance will be measured via ongoing program tracking, regular surveys of individuals and organizations connected to the program (such as participating professionals and program partners), and infrequent large-scale, random-sample surveys (such as of residents, property managers, and landscape professionals not participating in the program). The results of evaluation and measurement will drive the direction of the program and help identify where updates and refinements are needed to ensure that the program is continually meeting its short and long-term goals.

See the full Program Performance Measurement Plan in Appendix C.

## 6. Financial Plan

Through a multi-faceted approach, the financial plan enables the ecoPRO program to get going and ensure long term sustainability and viability. This approach has identified several funding sources that are expected to increase revenue as the number of program participants increases each year. Funding will be generated through a combination of user fees, sponsorships, grants, and in-kind contributions. Over the next six years, funding will be sought to support the following:

### Years 1 and 2 – Initial program implementation

- Hire .25 FTE for program management, coordination, and administration
- Develop a program website
- Develop marketing materials and conduct marketing to target audiences
- Develop a system for tracking best practices employed and environmental impacts
- Conduct two annual trainings
- Recruit and coordinate with Education Partners to offer one or two additional trainings

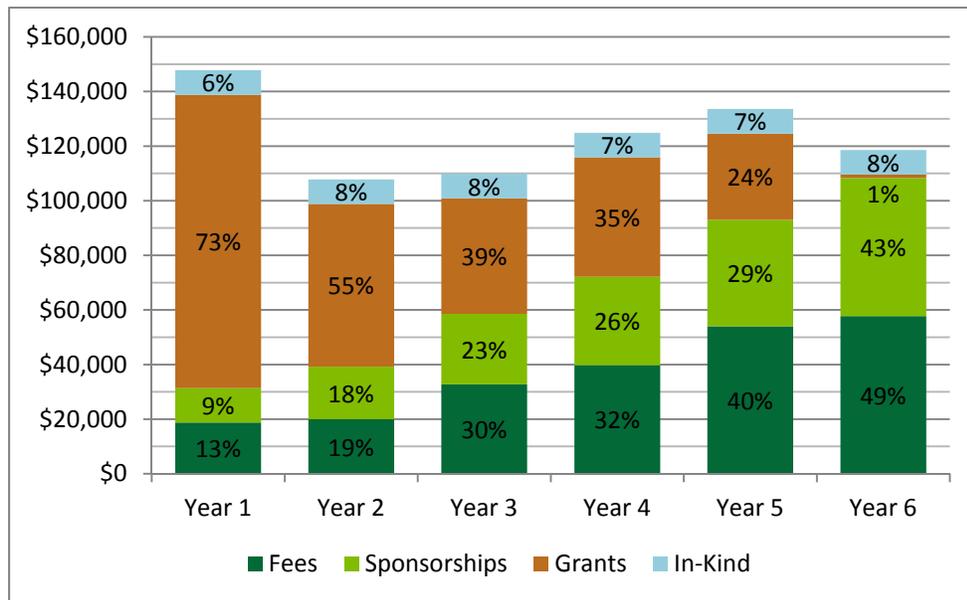
### Years 3 through 6 – Ongoing program implementation

- Market the program to all target audiences
- Conduct customer surveys to gauge awareness and demand
- Grow the number of trainings to four annual trainings
- Offer trainings in Eastern Washington
- Translate existing curriculum into Spanish and offer a Spanish language training
- Offer online training options
- Increase program management, coordination, and administration to .5 FTE

The program has a budget of \$147,800 and \$107,800 for Years 1 and 2, respectively (total of \$255,600), to support initial program implementation activities listed above. Of this, the program has secured \$19,000: \$5,000 sponsorship from the Skagit Conservation District to support a training in the fall of 2014; \$10,000 from WSNLA and WALP to support general program administration; and \$9,000 of in-kind contributions by volunteer Steering and Technical Committee members. An application has been submitted to the Department of Ecology National Estuary Program (NEP) fund for \$160,000 to support two years of a .25 FTE, development of a website and marketing materials, an initial marketing push, and development of a tracking system; if awarded, this grant would start in September 2014. After initial launch, the annual projected budget is estimated to be \$109,867 in Year 3 (July 2016-June 2017), growing to \$118,600 by Year 6 (July 2019-June 2020) with the increase to .5 FTE, four trainings statewide, a Spanish language training, and training online.

Figure 3 shows the distribution of funding sources and how they change from Year 1 to Year 6. See the full Financial Plan in Appendix D.

**Figure 3. Projected Program Revenue Distribution by Year**



## User Fees

In Year 1, the training will bring in revenue from registration fees, exam-only fees collected from individuals that registered for the exam but did not attend the training, and the purchase of required study materials. In Year 3, the program will also bring in revenue from ecoPRO certified professionals who are renewing their certification. In Year 4, the recommendation is to slightly raise training and exam fees as the program gains more demand. The overall revenue from fees is projected to increase from 13% of total budget in Year 1 to 49% of the total budget in Year 6 as more individuals register for the ecoPRO training and exam and renew their certification.

## Sponsorship

A sponsorship program will help offset program costs, raise the profile of the certification program, help grow the program, and promote collaboration with public agencies and companies with similar goals. The Program Administrator will solicit sponsorship from public agencies, non-governmental organizations, “green” product companies, businesses, and individuals who support and represent ecoPRO program goals. We have established four levels of sponsorship, from \$100 to \$10,000+: sustaining sponsor (\$5,000-\$10,000+), gold sponsor (\$1,000-\$4,999), silver sponsor (\$500-\$999), and bronze sponsor (\$100-\$499). Higher levels receive recognition on the program website, at ecoPRO trainings and events, and in ecoPRO newsletters, and receive free entry to trainings; lower levels receive one-time recognition on the website and/or at trainings. All sponsorships can either be a simple cash donation or connected to a specific activity, such as case study development, being an Education Partner, marketing materials, or training materials. A detailed sponsorship plan is found in Appendix D, Financial Plan.

In Year 1 sponsorships are projected to account for 9% of the budget. By Year 6, sponsorships are expected to increase to 43% of the total revenue generated.

## Grant Funding

In 2011 and 2012, the program received a total of \$314,000 from Seattle Public Utilities, Washington Department of Agriculture, and the Washington Department of Ecology (Ecology) National Estuary Program to develop program standards, develop a certification exam and curriculum, conduct and evaluate beta and pilot trainings (reaching 49 participants), develop a broad stakeholder base for the program, cultivate program partners, work with stakeholders and partners to solidify a program governance and administration plan, conduct market research, develop a marketing plan and program brand, create a program performance measurement plan, develop a funding strategy, and begin the transition from planning to implementation.

The Program Administrator has solicited an additional \$160,000 from the WA Department of Ecology's National Estuary Program to assist with Year 1-2 activities. In addition, grant solicitations will be submitted into entities such as the Russell Family Foundation, Rose Foundation, Puget Sound Energy Foundation, Conservation Districts, Washington State Department of Agriculture, EPA's Source Reduction Assistance Grant Program, National Fish & Wildlife/Wells Fargo Foundation, and Washington Real Estate Association to cover marketing costs, consumer marketing surveys, development of Spanish curriculum, development of online training, and updates of the curriculum and exam.

In Years 1 and 2, grants are projected to account for 73% of the budget. By Year 6, the ecoPRO program budget anticipates less than 1% of the budget for general program administration coming from grants.

## In-kind Contributions

In addition to monetary support, the program will have ongoing volunteer support from program Steering and Technical Committees. Each committee has 7-10 members who are anticipated to contribute at least 20 hours each per year. Their contributions account for approximately \$9,000 of costs avoided per year. In-kind contributions comprise 6-8% of the overall program revenue.

## 7. Ensuring Continued Relevance and Growth of Program

The program was initiated in 2011 by a small advisory group of cutting edge landscape professionals, horticulture school instructors, and local government agencies to meet the growing demand of sustainable landscape practices. The stakeholder group was expanded in 2013 to include greater environmental, academic, and non-governmental representation, as well as larger geographic reach. A program planning committee and technical committee were formed to strategize a vision and long term goals, and refine the standards and technical components of the program. The insights and input provided by these committees directed the foundational elements of the ecoPRO program and charted its current direction. The program remains committed to ensuring that trainings and training material

provide relevant, up-to-date content for its participants, and maintaining and engaging volunteer committee members. ecoPRO, its new Program Administrator, its committee members, and WSNLA and WALP boards are equally committed to growing a sustainable program that becomes increasingly self-sufficient over time, relying less and less on grant funding and becoming more reliant on public/private partnerships, and an increased number of ecoPRO professionals.

## Ensuring Viability and Relevance of Content

To ensure the ongoing viability and relevance of the content covered during the ecoPRO trainings, the Program Administrator will work closely with the Technical Committee. This committee played a crucial role during the pilot phase of the program and will continue to be actively engaged. The Program Administrator will work directly with the Technical Committee to:

- ✓ Make improvements to the training as participants provide feedback.
- ✓ Provide input on new, pre-approved continuing education opportunities as they arise.
- ✓ Review and update standards and BMPs annually, or as feedback comes in from certified practitioners.
- ✓ Consult with outside researchers or other experts, when needed.

In addition, the ecoPRO exam will be updated every three years with assistance from a certification exam expert, and study materials will be updated accordingly. Maintaining the integrity of the curriculum over time is critical to ensuring the long term viability and relevance of the ecoPRO program.

## Growth

ecoPRO has positioned itself to be a leading certification program for landscape professionals across the state. Expanding the number of certified landscape professionals is important to the viability of the industry as more and more consumers are demanding sustainable landscaping services. It is equally important to the environment and improved water quality across the state. The goal is for training to be offered in Eastern Washington by the end of Year 3 and in Spanish by the end of Year 4. The program will endeavor to connect with national efforts, such as Sustainable Sites certification which is a LEED-type certification for landscaped sites. These are ambitious goals. WSNLA and WALP are uniquely positioned to be at the helm of this growth as they are industry leaders that are well-respected by professionals and the landscape industry, they have a robust statewide membership base, they have strong public, private, and trade partnerships that span across the state, and WSNLA has a consumer “Plant Something!” campaign to reach consumers. Program Steering and Technical Committee members are equally committed to growing the program by leveraging their own connections to consumers, Education Partners, government agencies, potential funders, and landscape practitioners.

## Appendices

Appendix A: Marketing Plan

Appendix B: Governance & Administrative Plan

Appendix C: Performance Measurement Plan

Appendix D: Financial Plan