

**Jewish Greening Fellowship
Evaluation of JGF's Green Teams**

Evaluation Report

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Key Findings

This evaluation focuses on Green Teams (GTs) supported by the Jewish Greening Fellowship (JGF), and aims to better understand measures organizations take in order to institutionalize their greening work. The following key findings are based on interviews conducted with JGF fellows, GT members, and senior leaders, as well as the analysis of surveys distributed to JGF fellows and GT members.

GREENING AND THE GREEN TEAM MODEL

JGF fellows unanimously praised the quality of the program, including the speakers at the trainings and retreats, as well as the support they receive from the director of the program in adopting the Green Team model.

- **Greening initiatives** – Most organizations have implemented a wide range of greening initiatives. Approximately half of the organizations reported having active GTs.
- **The Green Team model** – All JGF fellows, GT members, and senior leaders, who have participated in the study view the GT model as essential in transitioning their organizations to a greener and more sustainable path. They are appreciative for the opportunity to pioneer greening initiatives while putting Jewish values of environmental stewardship into action.
- **Supporting the GTs** – GTs experience both successes and hurdles while transforming their organizations into greener and more sustainable institutions. GTs have especially benefited from the group and individual support they have received from the director of the program, in attempting to ease the hurdles encountered. All participants expressed a desire to receive continuous support from JGF. Many expressed interest, however, in more targeted support to assist with their particular needs, including conducting regional trainings, enhancing regional partnerships, and assisting agencies to expand their GTs from one segment of the organization to the entire agency.

INSTITUTIONALIZING THE GREEN TEAMS

Many greening practices have been institutionalized, but the biggest challenge is to *institutionalize the Green Team*. The few organizations that have truly institutionalized their GTs have a diverse and sizable team, hold periodic meetings, report on their progress and new initiatives to the board), typically track metrics, and leverage the GT as an opportunity for staff development and career growth within the organization.

- **Composition** – The composition of the GT is fundamental to its success. A representative from the organization's leadership, a facilities person, and a board member should all be encouraged to participate in the GT.
- **Meetings** – Regular meetings help to sustain the GT and its greening work. Holding quarterly meetings may be a good solution for organizations with inactive GTs. The infrequency of meetings was recognized as a problem by members of GTs which did not meet regularly.

- **Board involvement** – Two-thirds of GTs have a board member involved with the Team. Fewer, however, report on their work directly to the organization’s board. The GTs that regularly report on their work to the executive leaders and board members increased their board’s interest in their greening work. The regular reports also yield a continued expectation to periodically update on initiatives and to continue to deliver results.
- **Metrics** – Tracking metrics (such as energy and water consumption) is one of the biggest challenges GTs confront. Tracking and measurement, however, holds numerous benefits and improves the sustainability of the GT. Metrics help the GT set sustainability goals, reveal problems and successes, and can be easily communicated to the leadership of the organization as well as the broader community. GTs that measured their organization’s operational expenses and savings, as yielded by their greening work, were able to: redirect the money saved to invest in other greening initiatives, engage the board members, or hire a sustainability specialist to further enhance the greening work.
- **Maintaining a sizable GT** – Assuring a sizable GT is another common problem among GTs. However, among Teams that have managed to retain their members, participation in the GT is viewed as an opportunity for staff development and career growth.

“The Jewish Greening Fellowship was a good experience overall; it’s excellent that the Jewish world is at the forefront [of environmental responsibility]. To summarize, its a difficult topic with an excellent outcome”

—JGF fellow

Introduction

DESCRIPTION OF THE JEWISH GREENING FELLOWSHIP

The Jewish Greening Fellowship is funded by the UJA-Federation of New York Jewish Community Development Task Force of the Commission on Jewish Identity and Renewal. Since 2009, nearly 60 organizations have participated in the 18-month program, as follows:

Table 1: JGF Cohorts and Types of Organizations

Cohort	Type of organizations	No. of organizations
1 st cohort, 2009-2010	Included only JCCs/Ys and camps	19
2 nd cohort, 2011-2012	Diverse: JCCs/Ys, camps, congregations, social service organizations, and schools	18
3 rd cohort, 2013-2014	Focused on congregations, but also included JCCs/Ys, camps, social service organizations, and schools	20
Total		57

All participant organizations were required to appoint a staff member – a JGF fellow – (congregations from the third cohort were also asked to appoint a lay volunteer) to lead the change process within the organization, as well as to establish a Green Team. Green Teams are composed of staff representatives and community members and are intended to engage members in the greening process, as well as to increase the likelihood of institutionalizing greening practices. To support the JGF fellows in spearheading the change, they were also asked to participate in a total of 14 days of training, which was provided by the JGF throughout the Fellowship period. These trainings aimed to build the Fellows’ expertise and expand their knowledge on sustainability. In addition to training for the Fellows, organizations received grants totaling \$7,500–\$20,000 (the amounts varied between cohorts and organizations), and ongoing support, including on-site visits and coaching.

The goals of the JGF were to help the participating organizations: (1) engage and educate the community; (2) make their operations more sustainable; and (3) reduce their energy use. In addition, the Fellowship sought to share the experience of the JGF organizations in order to inspire other Jewish organizations to take similar actions.

PURPOSE OF THE EVALUATION

This evaluation focused on JGF organizations’ experiences in creating and managing Green Teams, in order to help the JGF to better support the Teams and increase their effectiveness. While establishing a Green Team is increasingly common among nonprofit organizations, public institutions, and corporations, maintaining an effective Team is a

significant challenge. The underlying goal of this evaluation was to better understand how to increase the efficacy of the Green Teams’ work. The main objectives of the evaluation were:

- (1) to examine the structures of GTs (including their compositions, frequency of meetings, and meetings’ content) and how their structures relate to their effectiveness
- (2) to learn how GTs were institutionalized and in what ways they have contributed to the implementation of sustainable practices
- (3) to better understand the role of GTs, their needs, and areas in which they can be supported

This evaluation did not explore the experiences of the Fellows and the outcomes for their organizations. The JGF has conducted extensive evaluation of these topics and included the findings in reports to UJA-Federation of New York.

METHODOLOGY

The study was carried out over a period of four months, using mixed-method research tools for the analysis, including surveys and interviews as follows:

Table 2: Surveys and Interviews Conducted

	Surveys	Interviews
Fellows	33 responded to the JGF fellows survey	15 interviews (30-60 minutes)
GT members	54 responded to the GT members survey	11 interviews (20-30 minutes)
Senior leaders		6 interviews (15-20 minutes)
Total	87 completed surveys from 33 organizations (two people did not identify by their organization)	32 interviews from 15 organizations

In total, 35 organizations (nearly two-thirds) shared their greening experience, either by interviews or by completing the survey, or both. Accordingly, these data reflect, to an important degree, the greening experiences of JGF organizations. However, while both interviews and survey responses were very informative, the organizations were not randomly selected; hence the findings should be interpreted with some caution.

* * *

In 2009, Jewish communities in New York were challenged by the UJA Federation to take action on sustainability within their organizations, and to become green leaders, as part of the Jewish commitment to Tikun Olam and their responsibility to their communities. Now, six years later, on September 15, 2014, the Jewish Greening Fellowship (JGF) will celebrate the graduation of its third cohort of Fellows. This celebration coincides with the beginning of the Shmita (sabbatical) year in 2014-2015. It also falls just a week prior to the UN’s Climate Summit in New York City, which aims to serve as a “public platform for leaders” to catalyze actions on the ground and accelerate progress in reducing emissions and strengthening climate resilience.

In recognition of the coming Shmita, the JGF will not enroll new organizations and will instead dedicate the year to improving upon the greening work of JGF organizations and the “Green Teams”. The evaluation study summarized in this report aims to identify areas that can strengthen the Green Teams’ work and expand their areas of action.

Evaluation Findings

“The Green Team model is essential to the success of achieving meaningful change within the organization – there is power in numbers”

—JGF Fellow

(1) Green Teams

This section examines the structures that make for an effective JGF Green Team – their accomplishments, composition, meetings, and efforts to increase the visibility of their work.

ACTIVITY: The most active GTs are larger, more diverse, and work collaboratively

Of the 33 organizations that participated in the survey, half (16) reported that their GTs are currently active¹. Active GTs often have 9 members or more, in comparison to slightly-active Teams, which have fewer members. Active Teams also have high-diversity Teams, representing 5-8 departments of their organization. Overall, it appears that active GTs worked in a collaborative manner and that responsibilities for projects were divided according to members’ interests and strengths. A small majority of active GTs are from the most recent cohort (2013-2014).

COMPOSITION: Key GT members include a GT leader (JGF Fellow), a representative from the organization’s leadership, facility personnel, and a board member

JGF Fellows – Most, if not all Fellows, are passionate about greening and are committed to caring for the environment. Whereas some actively sought to participate in the Fellowship and spearhead the greening work of their organization, others were asked by their executive leadership to fill the role. Most Fellows appear to be quite capable to serve in this leadership role and are dedicated to the JGF mission. Fellows often move on to more demanding positions within their organizations, drawing on strengths and capabilities further developed while JGF fellows. However, as a result, some have less time to dedicate to the GT.

Executive leadership – The vast majority (90%) of GTs² reported having at least one GT member with access to the organization’s decision-making leadership. Furthermore, more than 70% of JGF fellows reported that their leadership is “supportive” or “very supportive” of their work in areas of education (82%), publicity (79%), and policy change (75%), as well as in providing time for GTs to meet (74%). The executive leadership is less supportive, however, when it comes time to allocate the budget. Only 43% of Fellows stated that they have financial support from their leadership to implement green initiatives. Five JGF fellows indicated “lack of leadership support” as one of their biggest challenges of their GT. All five of these GTs are not very active. The reverse, however, is not true. Whereas the lack of

¹ The level of “activeness” was determined by the average score of respondents (both JGF fellows and GTmembers) to the question “How active is your Green Team.” “Slightly active” GTs received the score of 1–2.5 and include 7 non-active GTs. “Very active” GTs received the score 3–4.5. No organization scored the highest – 5.

² When data outcomes refer to the GTs – as opposed to JGF fellows or GT members – they represent the average organization score of all respondents for a particular question.

leadership may hinder the activity of GTs, leadership support alone is insufficient to ensure an active GT.

Facilities person – The importance of having GT representation from the facilities or maintenance department cannot be overemphasized. One GT member said: “If the custodian is not on board, forget it.” The maintenance staff typically is called upon to execute many of the GT’s initiatives, such as waste separation and collection, the shift to high-efficiency appliances, and the use of greener cleaning products. Without the buy-in of the maintenance staff, it is much harder to implement sustainable measures.

The vast majority (80%) of GTs reported including the facility manager as a GT member. Organizations lacking the buy-in of their facility manager view this issue as a significant obstacle to the success of their GT’s work. One GT member said that the organization’s largest problem was its facilities superintendent: “For example, in events – we ask for all recycling bins to be brought out. But [] doesn’t always drag the bins out or doesn’t put up the proper signs. *He* should be coming to the GT meetings.” A Fellow from another organization which does not have an engaged facility manager also recommended that “facility managers should come to [JGF] sessions, just like we do.”

Board member – Most GTs view the participation of a board member in the GT as “very helpful” (67%). One JGF fellow suggested that all organizations should have a board member on their GT: “I can’t imagine [running the GT] without a board Fellow. I wonder if schools and other organizations would similarly benefit...?” A board member, indeed, may be the best link between the GT and the board of directors of an organization, and can effectively assist the GT in advancing its agenda.

Considerations: From the interviews and survey responses, it appears that composition is fundamental to the success of the GT. A representative from the organization’s leadership, a facilities person, and a board member should all be encouraged to participate in the GT. When a Fellow leaves the organization, a replacement should be found and encouraged to participate in JGF trainings. There are also instances when Fellows become too busy to maintain the activity of the GT. In these cases, organizations should also consider finding a replacement or an assistant (perhaps a “junior Fellow”) to the JGF fellow. Another solution, adopted by a few organizations, is to hire a sustainability coordinator or intern.

GT MEETINGS: Regular meetings help sustain the GT and increases collaboration

Nearly every GT (93%) reported holding periodic meetings (or that they had meetings while they were active). Only two GTs indicated that they do not meet, but instead communicate by emails or phone. Approximately half of the GTs (47%) indicated that they mostly hold smaller, project-focused meetings. More than a quarter (27%) hold both large meetings and smaller, project-focused meetings, and a fifth of the organizations hold mostly large group meetings. Two-thirds of GTs meet infrequently (bimonthly or quarterly), while the remaining third meets every month or even more frequently. While 27% of GTs believe that holding frequent meetings is not helpful, the majority feels that it is somewhat helpful (38%) or very helpful (35%) to have frequent meetings. One senior leader noted that “if meetings were more consistent, there would have been greater possibility for the GT to work.”

All GT members noted that they feel comfortable introducing ideas at GT meetings, and the vast majority feels that their time is used effectively (89%). Interviews with Fellows and GT members indicate that GT meetings help to bring people from different departments – who normally do not have much interaction – to work together. One Fellow commented on the GT meetings: “It was great team building. It was helpful as a unifying effort.” A senior leader from a different organization said: “It brings in a lot of disciplines working together very effectively, even those who don’t necessarily work together.” The majority of GT members (83%) expressed feeling a stronger commitment to their organization as a result of becoming a GT member.

Considerations: Holding quarterly meetings may be a good solution for organizations with inactive or slightly active GTs. Meeting quarterly also works well with some active GTs and may not be perceived as a significant burden for Fellows and GT members who feel that they are limited by time.

VISIBILITY: Making the GT’s work visible is important

GTs that have managed to raise the visibility of their greening work, find that the “PR work” of communicating their programs and initiatives within the community has helped them to be more effective. A JGF fellow noted that “the events that we do at the synagogue build-in trust. The more visible we are, the more trust we get.” Another Fellow said, “Once we are a visible force, people come to us with ideas.”

The surveys indicate that the majority of GTs (80%) convey the importance of becoming greener in various ways (through the Rabbi’s sermon/Dvar Torah, in meetings with the board, at community events, etc.). The most common methods of conveying greening messages are through newsletters, bulletin boards, emails, and at community events. Other methods include holding community and/or holiday events with a green theme; engaging students in composting and gardening projects; hosting speakers on sustainability; and posting signage.

SLIGHTLY ACTIVE GREEN TEAMS: Slightly active GTs (17 out of 33) find it hard to sustain their Team without financial and management support, and engaged members

The slightly active GTs (which scored from 1 to 2.5 on their level of activeness) are, for the most part, from the first and second cohorts. Some have tried to reinvigorate their GT but have not succeeded, or have succeeded only for a short period. Others have not attempted to renew the commitment. The following reasons are indicated by JGF fellows and GT members to explain the inactivity of their GTs:

- (1) **Budget:** Most alumni inactive GTs find it hard to sustain their Team without a grant and without participating in the Fellowship. The majority of JGF fellows (61%) consider the lack of financial resources as one of the three biggest challenges of the GTs. One JGF fellow said bluntly: “There is no longer a GT because there’s no funding! In general, we cannot dedicate staff’s time without external funding.”
- (2) **Physical limitations:** After lack of financial resources, building limitations was the second most common challenge of the GTs, selected by 50% of JGF fellows. Interestingly,

this issue was not a common theme in the interviews with Fellows and GT members. Some organizations, indeed, have more challenging conditions than others. However, this may also reflect resistance of the leadership or staff to rise to the greening challenge.

- (3) **Recruiting new people:** For many organizations, finding new GT members – to replace staff that have left the organization – is a significant challenge. Nearly half of JGF fellows (46%) recognize recruitment as one of the three greatest challenges of their GTs.
- (4) **Non-supportive management:** JGF fellows who do not have support from their organization’s leadership find it very hard to sustain the GT after the Fellowship concludes (and sometimes even during the Fellowship). One alumni Fellow of an inactive GT said: “My only regret is that my organization does not feel that greening has a full place in our organizational mission, so is reluctant to fully support greening efforts.”
- (5) **Too busy:** Another reason for inactivity is that the JGF fellow as well as GT members are too busy to run an active GT. One GT member said: “[GT] members are too busy with the [daily] work of the agency.” Nearly three quarters (74%) of JGF fellows, however, said that their leadership supports them with respect to time for GT meetings. In conjunction, these two findings may mean that the Fellow is too busy to manage the GT and that he/she needs assistance – a “junior Fellow,” an intern, or a paid sustainability specialist (or simply that the Fellow should hand over the role to another colleague).

Considerations:

The lack of financial support was the challenge most frequently raised by JGF fellows and senior leaders in keeping their GTs going. This is understandable given that these organizations had received a grant during the Fellowship. However, since becoming greener means conserving energy as well as reducing waste and consumption, savings should be apparent. Nonetheless, the *actual* challenge appears to be tracking operational and budgetary savings stemming from the GTs’ work and conservation efforts, even more than the lack of financial resources. This topic as well as others, are discussed further in the following section on institutionalizing the Green Team.

(2) Institutionalizing the Green Team

The vast majority of GTs institutionalized some greening practices that are still implemented, installed, or followed. Nearly all organizations conducted an energy audit and as a result changed their lighting to more energy efficient light bulbs, or installed motion sensor lights. The vast majority of organizations also have a recycling program. Many organizations have implemented changes in their kitchenware and switched to more environmentally friendly plates and utensils (shifted from plastic to paper, from disposable to ceramics, etc.), have reduced paper use, and reported increased compliance with shutting down computers at the end of the day. The majority of organizations also hold green-themed events, Shabbat dinners, or holiday celebrations. Some organizations that own their building have installed solar panels. Other organizations switched to environmentally friendly cleaning products. Schools are engaged in educating the next generation about becoming better stewards of the environment.

Indeed, the list of greening accomplishments is very long. Even those organizations that currently do not have active GTs still enjoy the fruits of their greening work. One alumni Fellow of a dormant GT described areas that have been institutionalized in their organization: “Initiatives that we started during the Fellowship have become second nature to us, such as collecting oil, recycling, fading out of Styrofoam, motion-sensor lights – all these are already in place; have been institutionalized.”

Many greening practices, indeed, have been established. However, organizations with inactive GTs are not likely to further expand their greening work without *institutionalizing their Green Teams*. Because all interviewees – JGF fellows, GT members, and senior leaders – unanimously agreed that the GT is an effective model for introducing and sustaining green policies, this section examines three key components of institutionalizing the Green Team: Meetings, Metrics, and Members.

INSTITUTIONALIZING GT MEETINGS: Regular meetings and periodically reporting to the board increase the accountability of GTs

Not surprisingly, GTs that have strong leadership support and meet on a regular basis – even infrequently – are strong and sustainable. A few stand-out alumni organizations have integrated greening and the work of the GTs into the agenda of every executive and board meetings. One of the Fellows explained that reporting to the executive leaders and board members on a quarterly basis about the work of the GTs, yields an expectation from the GT to periodically report on initiatives and continue to deliver results. Another Fellow from an alumni organization said that the high-level meetings always have a “green” content. “If we didn’t bring up GT issues [at the meeting], that might have been an issue,” he said, meaning that there is a high expectation from the board to include greening issues at their meetings.

Considerations:

Having at least quarterly meetings and reporting the GT’s work to the board forces the GT to be accountable to its organization’s leadership. This approach may lead to increased involvement and interest by board members in the organization’s greening work. Regular reporting may also motivate the GTs to track and report metrics and savings, as these “numbers” are often important to board members.

METRICS: Tracking metrics has numerous benefits and improves the sustainability of the GT

Very few organizations report that they track metrics (such as energy and water consumption). It is difficult to measure and track metrics and it is also time consuming. The benefits of metrics, however, are numerous. They help the GTs to set sustainability goals (without a baseline, it is hard to set a goal), reveal problems and successes, and can be easily communicated to the leadership of the organization as well as the broader community. One Fellow reported, “Another way to get people to buy-in is to show results.” Indeed, GTs that measured their organization’s operational expenses and savings, as yielded by their greening work, were able to: redirect the money saved to invest in other greening initiatives, engage the board members, or hire a sustainability specialist to further enhance the greening work.

Considerations:

Helping organizations track metrics may directly assist them with sustaining their GTs and perhaps also reinvigorating dormant GTs.

MEMBERS: GTs that have managed to retain their members view participation in the GT as an opportunity for staff development and career growth

Finding new, enthusiastic people to join the GT is one of the most significant challenges GTs confront (as indicated by 46% of Fellows). However, since larger GTs are often more sustainable, more efforts should be undertaken to expand membership. Some organizations view participation in the GT as an opportunity for staff development and career growth. One JGF fellow said, “[Through the GT,] we try to groom the next generation within the organization [...] by having more interactions with the leadership.”

Considerations:

- Involving more GT members in JGF trainings may increase the number of GT members and their motivation. One JGF fellow said: “Don’t have *me* come to all these trainings; have them [GT members] do it. I think that that would push them further. *They* can use the fire.”
- In some cases, it may be appropriate to include greening work or participation on the GT as part of the “job description.” An assistant to an executive director who is an active participant of their GT said, “When I train [my successor], I’ll train him/her as if this [being a GT member] is part of their job.”

[Our new senior leader] is supportive, but [greening] is still not happening as quickly as it should. The Fellowship got the ball rolling. If it weren't for the Fellowship I would have stopped trying.

— Green Team member

(3) Ongoing GT Support

All interviewees expressed their desire to continue being supported by the JGF in order to maintain and improve their greening work (for active GTs) or to revitalize their Team (for dormant GTs). For the most part, everyone seemed to be very pleased with the current structure of the JGF and the support they receive. This section includes the few comments and suggestions they had to improve the program and the support they receive.

FELLOWSHIP IMPACT, RETREATS, AND TRAININGS

Two thirds of the Fellows thought that the JGF trainings were one of the two top highlights of the Fellowship. One JGF fellow said: “I thought the trainings and quality of speakers were outstanding. I really enjoyed the meetings and retreats and learned a lot.” Whereas in conversations and interviews with Fellows nearly everyone mentioned how much they enjoyed and benefitted from the retreat, only 31% of JGF fellows selected it as a highlight.

Many Fellows attested that the trainings and retreats had a personal impact on them, and that they now conserve more energy and compost. One JGF fellow mentioned: “I now collect food scraps for compost at home; I had always resisted it.” Another Fellow pointed out that the change in behavior has reached a wider community too: “Our families have appreciated all the new changes implemented [in the organization], and have started implementing these changes more and more in their personal lives.”

GT members as well as Fellows agreed that the Fellowship expanded their environmental awareness, knowledge and commitment. Most JGF fellows (74%) also appreciated the Fellowship for providing a framework that connected greening to Jewish values. One Fellow said: “I am committed to the mission [of greening]; but I also wanted to ground my environmental values in Jewish tradition.”

Considerations:

Whereas the vast majority of Fellows (97%) thought that the Fellowship contributed to their professional development, fewer (59%) felt that the Fellowship helped them run the GT effectively. Some JGF fellows may benefit from strengthening their managerial skills. One Fellow said: “The one thing that I feel that I could have used more of, is some of the leadership/organizational skills, such as organizing information, tracking projects [...] project management, and communication.” Another Fellow suggested that the JGF help with fiscal workshops on operational savings: “We would love to observe real fiscal models and programs that have worked for other agencies as well as grant opportunities.”

NETWORKING: SUPPORT, IDEAS, AND INSPIRATION

Support – Many JGF fellows expressed their gratitude for having a network of support to accompany them throughout their challenging task of leading their organization to become greener. One JGF fellow who participated in the first cohort said: “I felt connected and supported by my Fellow peers. It was an excellent experience to hear about different struggles that people had in their respective agencies, and their resolutions.” The same Fellow found the Jewish Greening Fellowship unique in that way: “I participated in numerous fellowships, however this is the only one that we still communicate with each other on a close basis. It became natural at this point.”

Ideas – The vast majority of Fellows (97%) reported that they have learned a lot from other JGF organizations. A smaller percentage (59%), yet still the majority, described the informal contact with other JGF fellows as “very useful.” This informal contact was by far the most useful “tool” among Fellows; the second most useful “tool” to the GTs’ work was alumni programs (41%). One board Fellow said that “the best part of the JGF programs is hearing what other groups are doing, what hurdles they have had, and what their successes have been.” Another GT member indicated that his or her team gained “a tremendous amount of ideas” from other GTs. “It changed the way we do things here.”

Inspiration – Many found the continued relationship between Fellows and GTs and the sharing of ideas and solutions “amazing and inspirational” and “motivating and educative.” All Fellows expressed their wish to continue to be invited to alumni events and programs. A few GT members suggested to be grouped with similar organizations, in order to be exposed to ideas that have a higher likelihood to be implemented by similar size/budget organizations.

Considerations:

Grouping similar organizations in future JGF programs may allow the provision of unique support that certain organizations need and ultimately increase the efficacy and support of JGF fellows’ greening work. Networking can also be used as a way to increase accountability among JGF fellows. One alumni Fellow suggested that if Fellows were asked to report to the Fellows’ group/cohort on projects that they are working on, it “would be a way to increase [self] accountability for implementing and seeing projects all the way through.”

JGF FUTURE SUPPORT

All JGF fellows, GT members, and senior leaders asked for continued support from JGF. The types of support requested, however, vary. Many suggested that more grants would be useful to advance greening projects in their organizations. Some even said that, without grants, they cannot proceed with greening initiatives. Others asked for help in expanding their GTs and strategies for recruiting new participants. Additional areas of support that were requested include expanding GTs’ work to the entire agency and providing more targeted support.

Agency-wide greening: In some cases, GTs are active in only a part of the organization (usually a large agency) and they lack an agency-wide mandate for greening. The disconnect between the various parts/buildings/branches of the organization was chosen by 21% of Fellows as one of the three biggest challenges of their GTs. In those cases, GT fellows expressed their desire to establish a GT in each of the organization’s sites and to have a

unified, overarching green policy for the whole agency. Understandably, they believe it would be more effective to establish certain policies or practices agency-wide than within one or two sections of the agency. One JGF fellow from a large agency said: “I would like to see us working agency-wide. We’re doing changes here on this site, but there’s a whole agency. It would be more motivating for people to do something with an agency-wide mission.” A senior leader from a different agency said: “I am committed to [greening]. I’d like to develop [the GT model] in other facilities too.”

Sub-groups and partnerships: Many Fellows are interested in strengthening regional ties among organizations and expressed their preference for holding regional meetings and expanding partnerships, locally.³ One JGF fellow said: “It would be helpful to get local communities together. Strengthening the local network will help with continuity [of the GT]. I’d love to have all the Westchester greening Fellows meet every few months; have an event that JGF would organize.” Others stressed the importance of meetings among similar type of organizations. Another JGF fellow said, “There may be points that it’s better to section things out by organization types, like summer camps and Ys, and health and human service organizations.” One GT member suggested increasing local partnerships between (similar) organizations in the same region. He said that they “sometimes struggle to get people within the congregation in the area [to participate in greening initiatives], like to sign up for the CSA. If there were local gatherings, it would be nice to get to know the people, and potentially collaborate with them.”

Support from JGF’s program director: The highlight of the program, as most frequently selected by the Fellows (69%), was “the ongoing support from the current and former directors of JGF (Mirele Goldsmith and Rachel Jacoby Rosenfield). They seem to most appreciate the director’s accessibility, personalized coaching, together with her high standards that moves everyone forward. One JGF fellow responded, “Mirele’s leadership is outstanding. Her enthusiasm is contagious. She is a first class educator of Jewish values.”

Considerations:

It would be helpful to expand the greening efforts and the GT model from organization sections which have participated in the JGF to the entire organization or agency. Furthermore, it could be useful to enhance regional ties among JGF organizations, as well as to extend local partnerships to organizations which have not participated in the Fellowship. Finally, GTs would benefit from the continued coaching and personal support received from the program’s director.

³ The appendix includes a list of JGF organizations organized by region and type. The four areas with the largest number of JGF organizations are Brooklyn, Manhattan, Long Island, and upstate New York.

Recommendations

The evaluation study consistently shows that everyone who has been involved in the Jewish Greening Fellowship, including JGF fellows, GT members, and senior leaders, consider the Green Team model as crucial in transitioning the organization into a greener path. They also believe that the JGF has given their organizations the opportunity to better connect with their Jewish values and are excited to spearhead greening initiatives and lead other (Jewish) organizations on this path.

This evaluation also records the desire of GTs and senior leaders for ongoing support by the JGF. This section, based on the interviews and surveys' analysis, provides recommendations for improving the work of the GTs. The first few recommendations are geared for the GTs as they predominantly focus on the GT's composition and meetings' schedule. The last group of recommendations are mostly aimed for the JGF as they specify the areas of support needed by the GTs to further establish themselves within their respective organizations, as well as to expand their reach outside of their immediate influence (i.e. the organization's board of members, the broader community, or the entire agency).

RECOMMENDATIONS FOR GREEN TEAMS

- **GT Composition** – GTs may benefit from a sizable and diverse group of people that includes:
 - **An active JGF fellow.** Some Fellows from inactive GTs have become too busy to sustain the GT (along with other challenges they have confronted). The GT may be revitalized by finding ways to assist the Fellow – such as delegating their greening work to another staff member or “junior Fellow,” hiring a (part/full time) sustainability coordinator, or an intern. Such steps may also provide for continuity when the Fellow leaves the organization.
 - **A supportive member from the executive leadership** – GTs should include a staff member, either from the executive office or an individual with direct access to the organization's leadership. Leadership support is crucial for GTs' effectiveness.
 - **A maintenance person** – Increase engagement of the facilities and maintenance staff in GTs, as well as their participation in JGF trainings.
 - **Board Fellow** – Include a board member on the GT, which Fellows and GT members found to be beneficial and effective. The board member may provide direct access to the organization's leadership and may also increase the latter's interest in greening.
- **GT Meetings** – GTs should establish at least quarterly meetings and report to the board.
 - **Periodic meetings** – Regular meetings – whether monthly, bi-monthly, or quarterly – are a sustainable model for GTs. Deciding the frequency in advance helps in institutionalizing meetings. Recurring meetings also helps GTs in maintaining active members who are connected to the mission, in recruiting members to the team, and in sustaining the GT itself.

- **Reporting** – Conveying the work of the GT to the board of directors on a quarterly basis, may increase the organization’s leadership’s much needed interest and support. Again, having a board member on the GT may facilitate the connection between the GT and the leadership.

RECOMMENDATIONS FOR THE JEWISH GREENING FELLOWSHIP

- **Measuring Metrics** – More support is necessary in setting concrete greening goals and in tracking metrics. Keeping such measurements may increase the sustainability of GTs, the commitment of members excited to track their own success, and the endorsement of the leadership who will likely appreciate the organization’s tangible greening progress (and savings).
- **Expanding GTs** – Many GTs need support in strategies for recruiting new members. Having potential new GT members participate in JGF trainings may help getting more people involved and committed to greening. Furthermore, Fellows who have “graduated” from the Fellowship may also benefit from continued participation in trainings, as they tend to inspire and provide new information and ideas for GTs.
- **Strengthening the Network** –The JGF fellow network is one of the biggest assets of the Fellowship. This network can be further strengthened by sectioning JGF organizations by region and type. Conducting regional trainings and enhancing local partnerships were requested by many Fellows and GT members. Large organizations that have a GT in only one or two locations may need support to expand agency-wide. Meanwhile, small, low-budget organizations would like to focus on initiatives that are sensitive to their constraints and limitations.
- **Continued Personal Coaching and Support** – The tailored support and personal coaching by the director of the program is extremely valued by the GTs and is considered as one of the highlights of the programs. A few dormant GTs were reinvigorated due to such personal involvement and persistence. Maintaining close relations between the director of the program and JGF organizations, and keeping organizations accountable, are keys to the success of the program.

APPENDIX

Many thanks!

“I have loved the experience of being part of the JGF – it's the best training program and has also been inspiring and informative. The alumni meetings have also helped to keep on track with greening values and motivation to keep on when it otherwise could become frustrating. I thank UJA, Isabella Freedman and Hazon tremendously for this invaluable experience and commitment towards creating a sustainable future.”

“Thank you very much for having encouraged us to do this, by means of the JGF fellowship, and for your financial support. I believe that having a Green Team is very important, both in terms of what it accomplishes to improve the environment and help us fulfill our synagogue's mission, and also in terms of how it helps us to build our community. There are numerous people who don't actually join the Green Team (because they don't want to do the work) but who are very happy that we are there, doing what we're doing.”

“Just a thank you for all the support, ideas and guidance. I have LOVED being a part of this effort.”

“Thank you – it has been outstanding, and I look forward to continued work!”

“Thank you so much for this opportunity! It's been truly transformative for me personally and for our work. We are making a deep impact because of the inspiration, tools, and support I've received through the JGF. We would not have been able to do it without you.”

“This program has helped me grow in so many ways. I have learned about Shmita, I have taken to heart the tenants of sustainability, and shared them with family, friends, and co-workers. I loved learning about community based social marketing. I have used some of the skills and information I have learned to educate people who don't even know me. It has been wonderful getting to know other people who work in different types of agencies, yet it was also great to talk to other teachers in Jewish day schools. It was amazing to write up a grant, see the program take place, and the objects and items actually come to fruition.”

“The program is invigorated by the staff who are always available and supportive. Mirele is the key to our agency's success.”

Table 3: List of Organizations by Location and Type

Location		Type of organization	
Bronx	2	JCCs and Ys	2
Brooklyn	9	Congregations	2
		JCCs and Ys	6
		Social services	1
Long Island	12	Camps	1
		Congregations	3
		JCCs and Ys	7
		Schools	1
Manhattan	14	Congregations	3
		JCCs and Ys	3
		Schools	2
		Social services	6
New Jersey	1	Social services	
Queens	4	Congregations	1
		JCCs and Ys	1
		Schools	1
		Social services	1
Staten Island	1	JCCs and Ys	1
Upstate	13	Camps	6
		Congregations	4
		JCCs and Ys	2
		Schools	1
Grand total	56		56

Table 4: Organizations that Participated in the Jewish Greening Fellowship, by Type

Organization Name	Cohort	Location
CAMPS		
Associated Camps, Inc.*	2nd	New Jersey?
Berkshire Hills Emanuel Camp	3rd	Upstate
Eden Village Camp	1st	Upstate
Eden Village Camp	3rd	Upstate
Henry Kaufmann Campgrounds Long Island	1st	Long Island
Henry Kaufmann Campgrounds Pearl River	2nd	Upstate
Isabella Freedman Retreat Center	1st	Upstate
Surprise Lake Camp	1st	Upstate
CONGREGATIONS		
Community Synagogue of Rye	3rd	Upstate
Congregation Ansche Chesed	3rd	Manhattan
Congregation Beth Elohim	2nd	Brooklyn
Greenburgh Hebrew Center	3rd	Upstate
Kane Street Synagogue	3rd	Brooklyn
Mount Sinai Jewish Center, Washington Heights	3rd	Manhattan
North Shore Synagogue	2nd	Long Island
Shelter Rock Jewish Center	3rd	Long Island
Synagogue for the Arts	2nd	Manhattan
Temple Israel Center White Plains	3rd	Upstate
Temple Shaaray Tefila, Bedford Corners	3rd	Upstate
The Reconstructionist Synagogue of the North Shore	2nd	Long Island
The Reform Temple of Forest Hills	3rd	Queens
SCHOOLS		
Abraham Joshua Heschel School	3rd	Manhattan
Jewish Theological Seminary	3rd	Manhattan
Solomon Schechter of Long Island	3rd	Long Island
Solomon Schechter School of Queens	2nd	Queens
Solomon Schechter School of Westchester	3rd	Upstate
SOCIAL SERVICES		
Dorot, Inc.	3rd	Manhattan
Jewish Association Serving the Aging (JASA) Brighton Beach Housing	3rd	Brooklyn
Jewish Child Care Association's Bukharian Teen Lounge	3rd	Queens
Jewish Community Relations Council of New York	3rd	Manhattan
Jewish Home Lifecare	2nd	Manhattan
Metropolitan Council on Jewish Poverty	2nd	Manhattan
New York Service for the Handicapped – Camp Oakhurst	2nd	New Jersey
Ramapo for Children	1st	Manhattan
The Educational Alliance – Sirovich Center	2nd	Manhattan

Organization Name	Cohort	Location
JCCs OR Ys		
Boro Park YM-YWHA	3rd	Brooklyn
Bronx House JCC	2nd	Bronx
Bronx-Riverdale YM & YWHA	1st	Bronx
Camp Poyntelle Lewis Village of the Samuel Field Y	1st	Long Island
Central Queens YM & YWHA	1st	Queens
Edith and Carl Marks JCH of Bensonhurst	1st	Brooklyn
Friedberg JCC	2nd	Long Island
Hebrew Educational Society	1st	Brooklyn
JCC of Manhattan	1st	Manhattan
JCC of Staten Island	1st	Staten Island
JCC on the Hudson	2nd	Upstate
Kings Bay YM & YWHA	1st	Brooklyn
Mid-Island Y JCC	2nd	Long Island
Richard G. Rosenthal JCC of Northern Westchester	1st	Upstate
Samuel Field YM & YWHA	1st	Long Island
Sephardic Community Center	1st	Brooklyn
Shorefront YM-YWHA of Brighton-Manhattan Beach, Inc.	2nd	Brooklyn
Sid Jacobson JCC	1st	Long Island
Sid Jacobson Jewish Community Center – Camp Jacobson	2nd	Long Island
Suffolk Y Jewish Community Center	2nd	Long Island
The Educational Alliance/14th Street Y	1st	Manhattan
YM & YWHA of Washington Heights and Inwood	1st	Manhattan

* This camp no longer exists.

Evaluator's Biography

Michal Lewin-Epstein worked as a research assistant at The Henrietta Szold Institute in Jerusalem, where she conducted evaluations of national educational programs – one of which laid the groundwork for a nationwide educational reform in the high school system, called *Oz Letmura* (“Courage to Change”).

In New York, Michal has served as a program evaluation consultant for a Jewish social justice foundation and a data analyst at the New York City Department of Education. Currently, she is a Public Policy doctoral candidate at The New School, examining urban food policies from an evaluation framework.