



MEETING MINUTES

**Sustainability Management Team (SMT)
NIH Environmental Management System (NEMS)
Monday, October 6, 2008
10:30 am – noon**

Meeting Objective(s):

- Review update on recent NEMS progress and accomplishments
- Review and finalize remaining steps for NEMS implementation for CY2008
- Identify options for involving management champions in the NEMS process and linking NEMS objectives with management objectives

Attendees:

Michele Evans (CC)
Kenny Floyd (ORF)
Dr. Alfred Johnson (ORS)
David Kerr (NIDCD)

Terry Leland (ORF)
Kristen Peters (Booz Allen)
Suzanne Servis (OD/OMA)
Dan Wheeland (ORF)

Minutes:

NEMS Update

Ms. Leland updated the SMT on the recent progress of the NEMS and greening activities. Updates include:

- **NEMS Awareness Training:** The NEMS Awareness training is now available through the HHS Learning Portal. This training is mandatory for all employees and contractors. Mr. Kerr sent an email to all the Executive Officers announcing the training, the October 31 deadline for completion, and their responsibility to ensure all employees and contractors have taken the training. Due to problems logging on to the HHS Learning Portal, Mr. Kerr stated that employees may access the training as a “visitor” through the NEMS website (<http://www.nems.nih.gov/training/index.cfm>) but verification of taking the training is required.

The SMT discussed awareness training implemented at other NIH sites. RML and Ft. Detrick conducted the awareness trainings through all hands meetings. NIEHS plans to modify the Bethesda web-based training to tailor it to the NIEHS EMS and North Carolina environmental issues. The SMT suggested that the Learning Management System (LMS) may need to be revised to include a field indicating an employee’s location so that the training that appears in an employee’s mandatory list is appropriate for their location.

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- **Redesign of NEMS Website:** Ms. Leland informed the SMT of the updates to the NEMS website (www.nems.nih.gov). The website was redesigned to enhance its navigability. Specifically, a navigation bar for the environmental program areas was added and appears on the left side of the page. In addition, the NEMS specific information is now separated from the program areas.
 - **Research Festival:** The NEMS will have a display table at the Research Festival on October 14th and 15th. Information on green procurement of lab equipment and greening of the lab area will be distributed.
 - **NEMS Newsletter:** Ms. Leland informed the SMT that a newsletter has been developed to highlight the greening activities of the IC-specific Green Teams and functional working groups (Attachment 1). Additionally, the newsletter contains information on upcoming events, tips related to the environment (e.g., energy awareness and recycling), and a meeting schedule for the Green Teams and NEMS working groups. The newsletter will be distributed monthly to anyone who is involved in the NEMS. The SMT suggested distributing the newsletter via email and then archiving past editions on the NEMS website.

Working Group Updates

The NEMS working groups address activities specific to a functional area (e.g., office practices and lab practices). Ms. Leland briefed the SMT on their activities.

- **Sustainable Office Practices:** This working group is focused on greening the purchases made by those with purchase card authority. The group is coordinating with Staples to provide a web-based, user-friendly green purchasing source. This source will function as a one-stop-shop for employees to buy green supplies, including office products and furniture. Staples also will automatically substitute greener products where applicable.
- **Sustainable Lab Practices:** This working group is currently identifying target chemicals for priority reduction and investigating greener alternatives to these chemicals. The working group analyzed chemical waste data and identified the chemicals that are disposed of in the largest quantities, negatively impacts the environment, and have a greener alternative available. The working group is narrowing the target chemicals to a select few that will then be the focus of an outreach campaign that will inform the NIH research community about these chemicals and their greener alternatives. The next initiative will be to reduce unused chemicals. Ms. Evans asked how other universities reduce unused chemicals. Kenny Floyd stated that most use a centralized source for chemical purchases. If a centralized source was implemented at NIH, it would be cost-effective, reduce over-ordering, and provide a better understanding of the location of chemicals on campus. Previously, bulk chemicals were available through the self-service stores and delivered by the GDC Warehouse, but this service has stopped due to lack of demand from the scientific community. The SMT recognized that behavior changes at the scientist level would be needed to successfully centralize the purchasing of chemicals.

Green Teams Updates

Green Teams are focused on greening the activities of a specific Institute or Center. David Kerr informed the SMT of the latest activities of the NIDCD Green Team. This team is piloting the NIH Goes Greener Office Challenge and is developing a green policy. Also, the NIDCD Green Team is interested in recycling, and Mark Marshall, NIH's Recycling Coordinator, recently briefed them on recycling services at the Bethesda Campus and Montgomery County sites.

In addition to NIDCD, Green Teams have been established at NEI, NIDDK and NCI. The NEI Green Team has been focused on increasing recycling, while the NIDDK Green Team has promoted the NEMS awareness training and other greening activities.

Remaining Implementation Actions

A number of NEMS implementation actions must be completed before the end of the calendar year. The SMT reviewed the NEMS implementation schedule (Attachment 2). Internal auditor training will occur in early November to create a pool of qualified auditors that can conduct internal NEMS audits. Representatives from Institutes and Green Teams will participate in the auditor training. Ms. Servis stated that she would like to participate in the upcoming internal audit. The internal audit checks to see if the NEMS is implemented properly and conforms to the EMS requirements. After the internal audit, the SMT will need to meet to conduct a management review of the NEMS; this is tentatively scheduled for early December. The self-declaration audit, which will be conducted by external parties (e.g., the Navy), will be scheduled soon.

Identification of Management Champions

This meeting of the SMT was intended to reinvigorate the team and increase management oversight of the NEMS. The SMT discussed options on integrating the NEMS into other areas of NIH. The SMT discussed future options to obtain involvement of animal care staff. Dr. Johnson suggested the SMT enlist a Scientific Director on the team. Mr. Wheeland and Mr. Floyd met with Colleen Barros and she has expressed support for the NEMS.

Another option discussed was the frequency of the SMT meetings. The SMT members agreed that more regular meetings are needed. The SMT agreed to meet quarterly. Mr. Kerr will schedule the next meeting for early December during which the SMT will conduct a management review of the NEMS.

Mr. Wheeland stated that the SMT is not fully recognized or legitimized by other areas of NIH. Therefore, he suggested that the SMT review its charter and identify chain of reporting. Dr. Johnson suggested that the SMT report directly to Colleen Barros since she oversees management. The Management and Budget Work Group and Intramural Work Group were identified as other options for the SMT reporting chain. The SMT agreed to review the charter and add the following action items: (1) annual briefing to the Scientific Directors, and (2) annual briefing to the Executive Officers.

The team also agreed to provide comments to the charter via email and present a final charter to Colleen Barros for approval.

The SMT discussed whether a revised environmental policy is needed. The SMT agreed that the policy should become a manual issuance. It was suggested that Ms. Servis could assist in this process.

Integration of the NEMS into Management Objectives

The SMT review the current NEMS goals and objectives (Attachment 3). The list shows the depth and breadth of NEMS activities. Mr. Floyd suggested to the SMT that the goals and objectives be integrated in to individual performance plans. The SMT agreed that this was a good idea but noted that additional steps would need to be taken before this could happen, including:

- Re-writing the objectives so that they are measurable and can be met or exceeded;
- Providing an opportunity for the objective to be met through a documentation of the objective's implementation; and
- Coordinating with supervisors before adding any element to an individual's performance plan.

Action Items:

Action Item	Responsible Person(s)	Due Date
1. Schedule December meeting	David Kerr	Friday, October 24
2. Review SMT Charter and provide comments on SMT Charter to Terry Leland	All	Friday, October 24
3. Incorporate comments on SMT Charter	Terry Leland	Friday, October 31
4. Review and approve revised SMT Charter	All	Friday, November 7
5. Obtain Colleen Barros approval of SMT Charter	Kenny Floyd Dan Wheeland	Friday, November 21
6. Determine next steps for issuing environmental policy as a manual issuance	Terry Leland, Suzanne Servis	Friday, October 31
7. Determine next steps for integrating NEMS objectives into performance plans	Kenny Floyd All	Friday, November 7
8. Conduct management review	All	December 2008

Next Meeting:

The next NEMS SMT meeting will occur in December.



MEETING MINUTES

**Sustainability Management Team Meeting
NIH Environmental Management System (NEMS)
Monday, October 6, 2008**

ATTACHMENT 1



NIH Environmental Management System

Take Action to Protect the Future



NEMS NEWS

DRAFT

October 2008



For more information:

www.nems.nih.gov

NEMS Coordinator
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NEI Green Team
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NIDCD Green Team
Catherine Langston
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NEMS ENVIRONMENTAL NEWS

NEMS WEBSITE REDESIGNED

Visit nems.nih.gov to see our new look.

NIH MOVES TO BAN MOST USES OF MERCURY AT ITS FACILITIES

It's a win for the environment, health, and the integrity of your research. As of September 2, 2008 the procurement and use of mercury and its compounds, and mercury contaminated products is now prohibited on all NIH facilities. There are a few general exceptions for items like fluorescent lights that require small amounts mercury to work properly and there is a process to obtain specific exceptions for necessary scientific uses for which there are no acceptable alternatives. For more detailed information on this new manual issuance please visit nems.nih.gov.

NIH EARTH DAY CONTEST INSPIRES STUDENT INTEREST, RESEARCH

Our third annual Earth Day "IT," has been the subject of research by summer students.

http://nihrecord.od.nih.gov/pdfs/2008/09052008_Record.pdf

NIDDK GREEN TEAM NEWS

Walter Mitton from NIDDK received the NIDDK Director's Award for creating the NIDDK Green Team. Congratulations, Walter! Green Team. Congratulations, Walter!

(continued pg 2)

Upcoming Events

NIH Research Festival

NEMS will have a table at the Research Festival October 14th and 15th to promote green research. If you would like to volunteer at the booth please contact Danita Broadnax at (301) 451-6481 or broadnaxd@mail.nih.gov.

NEMS Awareness Training

Training is now mandatory and everyone is required to complete this by October 31st.

Environmental Tips

To conserve energy, reduce vampire power!

<http://green.yahoo.com/blog/huddlergreenhome/17/how-to-reduce-vampire-power.html>

A new, environmentally friendly insulator:

<http://www.airkrete.com/video.php>





NIDDK Green Team
Walt Mitton
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Betsy Singer
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Melissa McGowan
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Sustainable Labs WG

Sustainable Office WG
Ray Dillon or Carl
Henn
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hennc@od.nih.gov

NEMS ENVIRONMENTAL NEWS *(continued)*

NIDCD GREEN TEAM NEWS

The team is working on the pilot test of the NIH Green Office Challenge. Using the Green Office Challenge toolkit, NIDCD surveyed a wide range of their office and lab space to determine how “green” they are in areas like energy conservation, recycling, commuting, NIDCD is drafting an IC Green Policy.

NEI GREEN TEAM NEWS

NEI is working with Mark Marshall, the NIH Recycling Coordinator, to improve their overall recycling rates. They are also working on an overall outreach program with their employees

NCI GREEN TEAM NEWS

NCI is greening its activities throughout the NIH ATC facility located in Gaithersburg, and also the related organizations in the Clinical Center.

SUSTAINABLE LABS WORKING GROUP NEWS

On September 17th, Sigma-Aldrich briefed this WG on opportunities for greening NIH scientific procurement and overall research activities.

SUSTAINABLE OFFICES WORKING GROUP NEWS

On September 10th Lonnie Whitley briefed this WG on efforts underway to improve and to green the NIH self-service stores and the GDC Warehouse.

Presentations and minutes from Green Team meetings may be found on the NEMS website at: <http://nems.nih.gov/teams/index.cfm>

Upcoming NEMS Meetings

Sustainable Labs Working Groups

Wed, October 15th; Bldg 45

Sustainable Offices Working Groups

Wed, October 8th; Bldg 50

NIDCD Green Team

Mon, October 6th; Bldg 31

Sustainability Management Team

TBD





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Monday, October 6, 2008**

ATTACHMENT 2

**National Institutes of Health
Environmental Management System (NEMS)
Implementation Tracking Checklist**

Status of NEMS Implementation at Bethesda (including Poolesville)			
Step	Activity	Milestone Date	Status
1.	Implementation Training/Kick-Off (if needed)	2/29/08	Complete
2.	Review Environmental Policy and Self-declaration Protocol	2/29/08	Complete
3.	Review NEMS Implementation Team Membership	2/29/08	Complete
4.	Update Activities, Products and Services	2/29/08	Complete
5.	Update Legal and Other Requirements	2/29/08	Complete
6.	Update Significant Environmental Aspects and Impacts	2/29/08	In progress
7.	Review and Update Objectives and Targets	2/29/08	Finalizing
8.	Update Environmental Management Programs	2/29/08	In progress
9.	Develop Operational Controls	7/31/08	In progress
10.	Revise NEMS Procedures	7/31/08	In progress
11.	Conduct Awareness Training	10/31/08	Email to go out 1 st half Sept.
12.	Conduct Competence Training	10/1/08	In progress
13.	Conduct Internal EMS Audit	11/3/08	--
14.	Prepare Audit Report and Corrective Action Requests	11/24/08	--
15.	Conduct Management Review	12/15/08	--
16.	Receive Self-Declaration Audit	1/1/09	--
17.	Self-Declare Conformance to E.O. 13423	1/15/09	--



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**Sustainability Management Team Meeting
NIH Environmental Management System (NEMS)
Monday, October 6, 2008**

ATTACHMENT 3



**NIH Environmental Management System (NEMS)
Environmental Program Reporting
October 9, 2008**

Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
Air Emissions – Stationary Sources (Mark Miller)	1. Decrease NOx emissions by 20%.	a. Develop policy is appropriate control for the use of natural gas during Ozone Depleting Season to eliminate use of fuel oil #2.			Mark Miller
	2. Controlling Ethylene Oxide Emissions throughout the NIH campus.	None.	---	---	N/A
	3. Reducing NOx Emissions from Emergency Generators.	a. Conduct and report on study of the potential use of natural gas for emergency generators (conversion and new units) and Fuel Cells – potential application on the CIT project (bldg 12).			Mark Miller
		b. Draft policy for use of natural gas.			Mark Miller
	4. Reducing CO Emissions.	a. Conduct and report on study of potential reductions in CO and identify appropriate % reduction goal.			Mark Miller
5. Reduce Ozone Depleting Substances Emissions.	None.	---	---	N/A	
Chemical Waste (Charlyn Lee)	1. Develop/Improve/ Update Program Management Tools.	a. Conduct pilot of inventory system (Vertere) in 10 labs.			Charlyn Lee
		b. Determine future implementation efforts for chemical inventory tracking.			Charlyn Lee



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
		c. Perform laboratory surveys as part of waste management outreach initiative			John Prom
		d. Integrate EnviroWare Waste Management Data with GIS			Stephen Fields
	2. Reduce Disposal of Unused Chemicals by 30% by 2009.	a. Develop strategy for reducing unused chemicals.			Charlyn Lee
	3. Reduce Disposal Rates of NIH Target Chemicals.	a. Generate baseline and develop strategy to reduce disposal rates of target chemicals.			Charlyn Lee
		b. Eliminate mercury use from NIH facility, lab and clinical operations			Charlyn Lee
General Waste and Recycling (Bill Ketner, Mark Marshall)	1. Increase Recycling of General Solid Waste – Recycle at least to 50% of solid waste	a. Conduct on-site solid waste assessment in 2008			Don Wilson, Bill Ketner
		b. Conduct outreach to increase recycling in labs and offices in 2008			Bill Ketner, Janie Lee
		c. Continue construction debris recycling in 2008.			Bill Ketner
		d. Identify contractor for animal bedding composting			Bill Ketner
		e. Identify contractor for cafeteria food waste composting			John Crawford
		f. Negotiate use of biodegradable utensils and paper/plastic dinnerware			John Crawford
		g. Participate in major outreach events including Earth Day and America Recycles Day in 2008			Bill Ketner



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
		h. Improve recycling compliance at Rockville sites			Don Wilson
		i. Integrate green language into new leases for Rockville facilities			Don Wilson
	2. Increase Electronics Recycling at NIH Campus and Purchase of Green Computers by Participating in the Federal Electronics Challenge	a. Establish a directive where all computer purchases and life cycle management activities are within FEC compliance guidelines			Don Wilson, Bill Ketner
		b. Provide procurement specialists with training regarding FEC and EPEAT standards.			Don Wilson, Bill Ketner
		c. Implement EPEAT standard for purchase of NIH computers and monitors in NITAAC ECS III			TBD
		d. Meet FEC End-of-Life Criteria for Electronic Assets, increase/improve NIH electronic waste recycling			TBD
	3. Create Zero Waste Event Program at NIH	a. Promote Zero Waste Program through outreach activities and Special Events Notifications Process.			Bill Ketner, Janie Lee
Medical Pathological Waste (Don Wilson)	1. Reduce Medical Waste Shipped for Off-Site Incineration by 75% by 2010.	a. Plan for educational outreach to train users of new sorting, labeling, and packaging procedures required for use of the new on-site treatment system.			Don Wilson



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
Radioactive Waste (Wendy Rubin)	1. Reduce off-site disposal of liquid scintillation vials	a. Investigate potential for procuring treatment system for treating liquid at NIH			Wendy Rubin
	2. Reduce the amount of dry active waste sent offsite for disposal	a. Increase use of decay-in-storage program by holding dry active waste containing very short lived radionuclides			Wendy Rubin
NEPA Compliance (Valerie Nottingham, Terry Leland)	1. Maintain compliance with NEPA and mitigate the NIH's environmental impacts from actions it initiates.	a. Perform follow-up inspections of mitigation measures that the NIH commits to in its EAs or EISs.			Terry Leland
Green Purchasing (Ray Dillon, Carl Henn)	1. Implement NIH Green Purchasing	a. Identify a green purchasing source that could be promoted for use at NIH.			Ray Dillon, Carl Henn
		b. Produce a Best Practices listing providing proven green products being used at NIH.			Ray Dillon, Carl Henn
		c. Develop an outreach program to deploy the Green Purchasing Program throughout NIH.			Ray Dillon, Carl Henn
		d. Explore the appropriate means for tracking green purchasing and the resulting benefits through development of a database program or modifying current systems.			Ray Dillon, Carl Henn



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
		e. Increase sale of 13423 compliant products in NIH self-service stores and through NIH Stock Catalog			Lonnie Winley/Aleta Allmond
		f. Green NIH Commercial leases to require full recycling services and to be 13423 compliant			Melissa Richardson/ Pat Rice
		g. Green NIH construction contracts and achieve maximum construction debris recycling			Melissa Richardson
		h. Green NIH cafeteria contracts to include maximum recycling, composting, 13423 compliance and biobased products use			John Crawford
		i. Green NIH custodial contracts to support maximum NIH recycling and use of environmentally preferable products			Ed Bain, Henry Primas
		j. Create and Launch NIH Green Purchasing Portal			Don Wilson
Wastewater (Mark Miller)	1. Improve quality of Waste Water discharge from NIH Bethesda Campus	a. Complete water chemistry modeling.			Mark Miller
		b. Install and maintain neutralization/equalization systems as lab projects are implemented.			Mark Miller
Stormwater (Brian Kim)	1. Provide Awareness for Voluntary Stormwater Pollution Prevention Activities	a. Conduct Four (4) Strategic Community Outreach Activities in 2008.			Brian Kim



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
	2. Improve Water Quality of Stormwater Discharges from NIH	a. Complete the stencils design			Ryan Marshall
		b. Plan stencil location using the inventoried stormwater drains			Ryan Marshall
		c. Start reviewing and finalize the current NIH Spill and Pollution Prevention Plan to reflect the current NPDES permit and requirements			Brian Kim
	3. Decrease Quantity of Stormwater Discharge	a. Improve NIH Storm Water System through capital improvements.			Brian Kim
Legacy Environmental Interactions (Jim Carscadden)	1. Continue monitoring and maintain compliance of legacy sites	a. Continue to pump, treat and monitor the Bitterroot Valley Sanitary Landfill			Jim Carscadden
		b. Continue to provide financial assistance for Track V Landfill cleanup			Jim Carscadden
		c. Obtaining formal closing of Sabana Seca			Jim Carscadden
Tanks Management (Jim Carscadden)	1. Maintain compliance for underground storage tanks	a. Address deficiencies identified by assessment			Daryl Moore
Energy Conservation (Greg Leifer)	1. Reduce energy intensity every year by 3% up to a cumulative 30% reduction by the end of FY 2015.	a. Cascade energy goals to the Executive Officers of each IC.			OD
		b. Audit 10% of auditable square footage on campus.			Greg Leifer
		c. Improve energy conservation in work spaces.			Ray Dillon, Carl Henn



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
		d. Review potential for the back-up power project for Building 12 to use fuel cells to provide energy for this facility.			Greg Leifer
		e. Continue to participate in PEPCO's Voluntary Load Reduction Program.			Greg Leifer
	2. Increase purchase of renewable energy to 7.5% by 2013.	a. Purchase at least 3% of all electricity consumption derived from renewable sources.			Greg Leifer
	3. Reduce source energy.	a. Commission a steam driven electrical generating turbine in the Clinical Research Center facility to convert steam pressure reduction energy to electricity.			Greg Leifer
Water Conservation (Greg Leifer)	1. Reduce water consumption intensity by 2% annually through FY2015	a. Audit 10% of facilities for water conservation and retrofit as appropriate.			Greg Leifer
Fleet Management (Mark Minnick)	1. Expand procurement and use of Alternative Fuel Vehicles (AFV) so that a majority of the NIH fleet are AFVs	a. Reduce petroleum base fuel consumption by 2% annually.			Mark Minnick
		b. Increase alternative fuel use by 10% annually.			Mark Minnick
		c. Order at least 75% of new vehicles as alternative fuel.			Mark Minnick
Transportation (Tom Hayden)	1. Expand Participation in the Transportation Programs.	a. Conduct or participate in 6 transportation outreach events.			Tom Hayden, Louise Davis



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
NEMS (Terry Leland)	1. Improve the NEMS	a. Issue NIH Environmental Policy as Manual Issuance			Terry Leland
		b. Define and Document NEMS Communications Procedures			Terry Leland, Dennis Coleman
		c. Stand up Working Groups for Clinical and Animal Care Activities			Terry Leland
	2. Deploy and maintain the NEMS	a. Document Facilities Operations and Maintenance Procedures with SOPs			ORF
		b. Revise Waste Disposal Guide			Charlyn Lee
		c. Develop and deploy office-specific awareness program			Ray Dillon, Carl Henn
		d. Integrate the Rockville facilities into the NEMS			Joan Becker
		e. Develop and execute IC-specific Green Team Pilots			Terry Leland
	Greening of NIDCD (Catherine Langston)	1. Green Office Practices	a. Determine green office practices baseline.		
b. Set metrics.					Catherine Langston
c. Develop a green office policy and procedures that outline how the objectives can be achieved.					Catherine Langston
d. Develop outreach materials (i.e. an awareness program, a communications plan, and training).					Catherine Langston
e. Monitor progress towards achieving objectives.					Catherine Langston



Issue/Program (Program Lead)	5-Year Goal	Objective	Performance Measure(s)	Progress Towards Meeting the Objective	Responsible Parties
	2. Green Lab Practices	a. Determine green lab practices baseline.			Catherine Langston
		b. Set metrics.			Catherine Langston
		c. Develop a green laboratories policy and procedures that outline how the objectives can be achieved.			Catherine Langston
		d. Develop outreach materials (i.e. an awareness program, a communications plan, and training).			Catherine Langston
		e. Monitor progress towards achieving objectives.			Catherine Langston
	3. Green Animal Practices	a. Determine green animal practices baseline.			Catherine Langston
		b. Set metrics.			Catherine Langston
		c. Develop a green animal policy and procedures that outline how the objectives can be achieved.			Catherine Langston
		d. Develop outreach materials (i.e. an awareness program, a communications plan, and training).			Catherine Langston
		e. Monitor progress towards achieving objectives.			Catherine Langston