

Collington Sustainability Plan 2.0 2024-2026

“We need to get past the talk because
my grandchildren’s time is running out.”

-- Ajay Banga
President, World Bank

With appreciation and gratitude
to Mike Burke (1953 – 2023)
for his inspiration, insight, and leadership

Preface

**We strive to live up to these Values every day:
[including] Sustaining and improving the
environment.**

– Kendal Values

Goals of Collington's Sustainability Plan are to reduce our greenhouse gas emission 50% by 2030 and become carbon neutral by 2050. The Plan is organized around five goals:

1. Reduce Collington's energy use
2. Increase Collington's use of green energy (for the energy we do use)
3. Protect and enhance Collington's site ecology
4. Reduce Collington's waste generation
5. Educate, inspire, and involve Collington's residents and team members

Background of Collington's Sustainability Plan

In her December 2020 year-end report to residents, Collington CEO Ann Gillespie proposed a joint Climate Action Committee / Administration effort to develop a Sustainability Plan for 2021-2023. The Climate Action Committee met on January 18, 2021, to develop a list of potential actions.

Mike Burke, as chairman of the committee, and Christian Ramsey, representing management, met (virtually) with Ann on January 25, 2021, to discuss her proposal. Mike and Christian were directed to work with members of the Climate Committee and Managers to develop the Plan. Ann told them to focus on the 33 potential action items generated by the Climate Committee. Chris then arranged meetings with each of the line managers or their representatives. Mike invited Committee members or other residents with expertise to each meeting. From these meetings, the Sustainability Plan was developed and approved.

In July 2023 Collington's Chief Operating Officer, Megan Barbour, directed the Climate Action Committee take the lead in developing a Sustainability Plan for 2024 – 2026. In response, the Climate Action Committee has developed, in consultation with team members and with resident committees, *Collington Sustainability Plan 2.0*.

Organization of the Sustainability Plan

The Plan is organized into five Chapters reflecting five broad Sustainability Goals. Each chapter groups specific projects which support the chapter's stated goal.

Each project description includes

- Title
- Brief description
- Team member and resident leads
- Activities/Benchmarks (actions needed to complete the project, with projected timeline)
- Resources (funding, team member time, resident time)
- Stakeholders (other parties to be included/consulted)

Each project is designated as "Active" or "Future". An Active project is one which has a developed timeline and budget, and which has designated team members and residents committed to work on it.

Updating

Collington's Sustainability Core Team comprises the Chief Operating Officer, the Director of Facilities, the Chief Financial Officer, and the Chair and Vice-Chair of the resident Climate Action Committee. The Sustainability Core Team will meet quarterly as needed to review the status of projects. The group may adopt updated project descriptions and timelines. The group may approve moving a project from 'Future' to 'Active' (or vice versa). The Climate Action Committee will maintain a current version of the Climate Action Plan on the Residents Association website.

Reporting

The Climate Action Committee Chair will report to the Climate Action Committee at its monthly meeting regarding significant updates on the status of active projects. The Chair will report to the Buildings Committee and to the Residents' Association at their regular meetings. A member of the Core Group will report quarterly at regular management meetings and at Community Meetings.

Limitations/Opportunities:

There are many unknowns in this plan, some presenting limitations and others potentially offering new opportunities:

- As 2020 taught all of us, major events can overtake even the best of plans. As we are continuing to learn, the pandemic isn't over and its impacts on health, budgets, and team member time are still being felt. At the same time, climate change is, itself, changing, especially in its pace, generating new urgencies along with new opportunities and resources. Increased sharing of information among Kendal Affiliates and among members of SSAFE [Senior Stewards Advocating for the Environment] offers additional opportunities to support our new Sustainability Plan.

- While most of these projects will pay for themselves over time, many require various levels of up-front investment. Sequencing will be important and rely on an ever-changing financial situation. More efforts should be made to secure outside funding (e.g., state grants and others) whenever appropriate.
- Environmental technologies are developing rapidly. New solutions may present themselves at any time. We must have a Plan that is nimble enough to respond.
- Finally, some things don't work. If any element of this plan fails (and certainly some will), we need to be wise enough to stop and try some better way. Learning by doing is key.

Participants

We want to acknowledge the active participation of busy managers and more than a dozen residents in researching and drafting portions of this 2024-2026 Sustainability Plan for the Collington Community. Their work has been invaluable.

Respectfully submitted,

Megan Barbour, Chief Operating Officer

Courtney Corcoran, Chief Financial Officer

Shawn Bostic, Director of Facilities

Joel Brody, Chair, Climate Action Committee

Steve Woodbury, Vice-chair, Climate Acton Committee

Approved April 2024

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Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.1 Calculate Collington's Carbon Footprint

Active Project

Future Project

Project Description:

Develop a carbon budget that details existing greenhouse gas emissions produced by Collington operations and provides a framework for addressing future reductions. The Environmental Protection Agency's Portfolio Manager has been set up to be used to provide both a benchmark and ongoing tools to measure Collington's residential and commercial building energy use.

Project Leads: Resident lead Joel Brody (Chair, Climate Action Committee)
Team member lead Courtney Corcoran (Chief Financial Officer)

Activities/Benchmarks:

- Set up Portfolio Manager for use by Collington
 - Started November 2022 Completed November 2022
- Enter electric, natural gas, propane and diesel usage into Portfolio Manager
 - Started in November 2022 Completion Ongoing
- Develop Portfolio Manage Reports for Collington's greenhouse gas emissions and energy usage
 - Started 2023 Completed 2023
- Determine a process to provide ongoing energy usage data for entry into Portfolio Manager in a timely and accurate way. This would include who among resident and team member Project partners would have access to the utility bills data.
 - Start November 2023 Completion December 2023
- Continue to enter energy usage data and provide reports such as greenhouse gas emissions progress against the benchmark
 - Started 2023 Ongoing thru 2026
- Identify key Scope 3 emissions, and begin to develop data
 - Start 2024

Resources:

Financial: Estimate None, unless outside resources are needed to provide the energy usage data

Resident time: Considerable if given access to energy data from utility bills (otherwise minimal)

Finance: Considerable if Pepco cannot download necessary data in a timely manner, or minimal if residents are given access to the utility bills

Stakeholders:

Climate Action Committee
Chief Operating Officer
Chief Financial Officer

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.2 Conduct a comprehensive energy audit

Active Project

Future Project

Project Description:

Contract for a comprehensive "deep energy audit" of Collington's campus. The product would be a report outlining a package of measures which would most cost-effectively allow Collington to reduce our energy use by 40 to 50%. Special attention should be paid to residential units, to identify a package of measures to be implemented at the time of unit turnover.

Project Leads:

Resident lead Steve Woodbury, Climate Action Committee
Team member lead Shawn Bostic, Facilities Director
with a small team of residents and team members

Activities:

- Develop a Request for Proposals (RFP), modifying as appropriate the template developed by SSAFE.
- Compile site information for bidders.
- Compile site energy information for winning contractor.
- Identify [and qualify?] prospective bidders.
- Issue RFP.
- Evaluate proposals.
- Include funding in 2025 Capital Expenditures Budget September (?)
- Issue contract
- Provide detailed site energy information to winning bidder.
- Contractor conducts a community-wide charrette.
- Support contractor on-site work.
- Review draft report.
- Contractor presents results to community.
- Contractor submits written final report

Estimated Cost:

Up to \$50,000 (?)
Significant resident and team member time

Stakeholders:

Climate Action Committee	Chief Operating Officer
Director of Facilities	Marketing
Project Director	Buildings Committee
Chief Financial Officer	

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.3 Reduce peak day energy use

Active Project

Future Project

Project Description:

Conduct a comprehensive Peak Energy Day project for the Collington Campus Community to engage independent living residents and team members in actions to reduce energy use on "peak" days of our hottest months that are likely to challenge the capacity of our regional electric grid.

Project Leads:

Resident lead Katie Thompson
Team member lead to be confirmed

Activities/Benchmarks:

- This new project will be informed by results of a Pilot Peak Energy Day program, conducted during the summer of 2023, in which residents demonstrated significant interest through their active participation.
- Determine what Collington needs to do to participate in any alerts and incentives provided by our electricity provider, Pepco, and/or PJM, our regional electricity grid, and assess benefits.
 - Started in 2023 Completion January 2024
- Understand exactly how peak charges are currently reflected in our bills, and how individual customer action can affect these costs.
 - Start November 2023 Completion January 2024
- Determine whether public areas of Collington Campus can be responsive to reduction of energy (primarily air conditioning) on Peak Energy Days and, if so, assess potential benefits.
 - Started in 2023 Completion January 2024
- Determine what data would need to be available for assessment of the Project, and who among resident and team member Project partners would have access to the data for Project assessment purposes. In addition, establish a process for management of the energy use data to protect individual resident identity and/or other concerns that may arise during this exploration.
 - Start January 2024 Completion February 2024
- Develop Comprehensive Plan for detailing the announcement of the program, the determination of Peak Energy Days, the communication to residents and team members of alerts, and measuring the results of our participation
 - Start January 2024 Completion April 2024
- Announcement and rollout
 - Start May 2024 Completion May 2024
- Assessment and revisions
 - Start October 2024 Completion Nov 2024
- Revise Project Activities/ for 2025

- Start December 2024 Completion Dec 2024
- Continue process, if successful
 - Completion Dec 2026

Resources:

Financial: Estimate \$600

- Large posters and Stands
- Copying

Resident time: Considerable during 2024.

Team member time:

Finance: Courtney Corcoran. A few hours through January and several hours in the summer depending on resident access to information necessary for resident project leaders to track changes in unit energy use specifically focused on Peak Energy Days (and, possibly, energy use changes on Peak Energy Days in public, common areas on the campus).

Facilities: Shawn Bostic. Not known at this time

Administration: Karen Cheney. Assistance with communications (prepared by Resident partners) for alerts (972 and others) and inclusion of short reports in the Courier.

Stakeholders:

Climate Action Committee
Buildings Committee
Chief Operating Officer
Chief Financial Officer
Chief of Administration
Director of Facilities

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.4 Implement energy retrofits at unit turnover

Active Project

Future Project

Project Description:

Develop a standard protocol for making energy efficiency improvements in each Independent Living unit at the time of unit turnover. This can be informed by the results of the deep energy audit.

Project Leads:

Resident lead: Steve Woodbury
Team member lead: Sean Pickett (Project Manager)

Activities/Benchmarks:

- Initially:
 - Review current specifications for unit turnover
 - Review Unit Turnover report prepared by SSAFE,
 - Estimate cost increment, and long-term savings
 - Identify elements to be incorporated in Unit Turnover.
- Following Comprehensive Energy Audit:
 - Review recommendations of Audit Report
 - Estimate cost increment, and long-term savings
 - Identify additional/revised elements to be incorporated in Unit Turnover.

Resources

Team members time (significant)
Resident time

Stakeholders:

Director of Facilities
Project Manager
Marketing
Chief Financial Officer
Buildings Committee
Climate Action Committee
Contractors

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.5 Reduce water use at Collington

Active Project

Future Project

Project Description:

Identify and implement actions to reduce total water use at Collington

Project Leads:

Resident lead TBD

Team member lead TBD

Activities/Benchmarks:

Scoping activities (timing TBD):

- Identify Collington's current water use (past 2 years, monthly if possible)
- Review billing structure
- Identify how we are charged for water and for sewer
- Identify any 'thresholds' where water rates change
- Identify initial list of possible water-reduction measures
- Confirm whether Collington conducts regular biennial checks of water mains for leaks. (per Sustainability Plan 1.0 project I.A.vi)

Resources (for scoping activities):

Team member time to provide water bills, and applicable billing structure

Resident time to review billing structure, and brainstorm initial measures

Team member time to review initial measures

Stakeholders:

Chief Financial Officer

Director of Facilities

Residents

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.6 Make Collington's menu more carbon-friendly

Active Project

Future Project

Project Description:

Introduce more plant-based food options to reduce Collington's carbon footprint. Source additional food locally to reduce the carbon footprint due to transportation. This project will explore and implement changes to our main Dining Room Menu, including the Alternative Menu, and to our Landing Menu, and explore local resource options.

Project Leads:

Resident lead not identified

Team member leads: Corinne Pearce/Stephanie Tolson

Activities/Benchmarks:

Scoping Activities:

- Utilize Dining Committee to obtain resident feedback/requirements on additional plant-based food options for the Main Dining Room and Landing.
- Explore more local sourcing
- Begin to offer lower-carbon options in menu and sourcing and measure the success
- Develop outreach and education materials for residents

Resources:

Resident and team member time: TBD

Cost impacts to dining: TBD

Stakeholders:

Dining Committee

Culinary Department

Residents

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.7 Reduce energy consumption of outdoor lighting

Active Project

Future Project

Project Description:

Take steps to further reduce energy use from outdoor lighting.

Project Leads:

Resident lead TBD

Team member lead TBD

Activities/Benchmarks:

- Confirm whether the street light replacement project completed under Sustainability Plan 1.0 included improved timing/sensor controls.
- Determine whether there are timing issues with the new fixtures.
- Explore the use of motion-activated dimmers.
- Explore replacing unit outdoor bulbs (LED, timers, light-sensors)

Resources (estimated dollar costs, estimated personnel time):

TBD

Stakeholders:

Director of Facilities

Chief Operating Officer

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.8 increase procurement of green building products

Active Project

Future Project

Project Description:

Conduct a review of building materials, supplies and suppliers to identify opportunities to purchase products that are more sustainable for use during unit turnover and maintenance.

Project Leads:

Resident lead TBD
Team member lead: TBD (Facilities)

Activities/Benchmarks:

- Conduct a thorough review of building materials, supplies and suppliers for products we purchase for use in unit turnover and maintenance.
 - Start: 1Q24 Complete: TBD
- Identify opportunities for using more sustainable products – TBD
- Switch to identified products that make sense for Collington – TBD

Resources:

Significant time investment for Facilities
Building Committee time: - TBD
Finance: Time and Cost – TBD

Stakeholders:

Facility Department (Maintenance; Projects)
Finance Department
Buildings Committee
Interiors Committee
Contractors

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.9 Develop LED bulb exchange program

Active Project

Future Project

Project Description:

Reduce electricity consumption at Collington by the introducing LED bulbs in table and floor lamps in all residences, team member offices, and other building locations. This includes replacing more energy-consuming florescent and incandescent bulbs.

Project Leads:

Resident lead Steve Kessler

Team member lead TBD

Activities/Benchmarks:

- Using the SSAFE Case Study report by Kendal at Hanover, LED Bulb Initiative as an example:
 - Recruit resident volunteers
 - Identify facility team member resource
 - Develop project plan

Resources:

Financial: TBD

Resident time: TBD

Facilities: TBD

Stakeholders:

Climate Action Committee

Chief Financial Officer

Facility Director

Interiors Committee

Approved April 2024

Goal 1: Reduce Collington's Energy Use

1.10 Develop a program to provide feedback to residents to increase awareness, and reduce use of electricity and natural gas

Active Project

Future Project

Project Description:

Provide Independent Living residents with information on the monthly electricity and natural gas use for their residence. (These bills are paid by Collington, and residents do not see their bills.) Provide context by comparing consumption (anonymously) with consumption in a group of comparable units.

Project Leads:

Resident lead: Steve Woodbury

Team member lead: TBD

Activities/Benchmarks:

- Match utility account numbers with residences
- Conduct a manual 'trial run' for a single month's utility data
- Create an anonymized data set for program development
- Explore teaming with a relevant graduate program for student support
- Develop a computer program to take monthly utility bills, and present information to residents
- Sort residences into groups of 'comparable units' (cottage/'villa'/apartment; floor area, etc.)
- Measure reductions in energy use

Resources

Administration – time TBD

Prompt access to monthly billing data

Confidentiality provision for any residents handling (non-anonymized) billing data

Outside resources (graduate student?) to develop computer program?

Utility cooperation to automatically download billing data

Efficient distribution system to provide timely data to residents

Stakeholders:

Chief Financial Officer

Chief Operating Officer

Residents

Climate Action Committee

Approved April 2024

Goal 2: Increase Collington's Use of Green Energy

2.1 Generate solar energy at Collington

Active Project

Future Project

Project Description:

This project will provide a roadmap and Comprehensive Plan for implementing solar energy over the next 3 years and beyond.

To achieve the 2030 goal of a 50% reduction in Collington's greenhouse gas emission, we can either hope that the electricity purchased from our electrical supplier allows us to achieves this, or we can take the initiative, as described in this project, of beginning to move to installed solar energy campus-wide.

Project Leads:

Resident lead: Joel Brody

Team member lead: Shawn Bostic

Activities/Benchmarks:

- Tabulate electricity use for the past 12 months for each Collington meter.
 - Identify who among resident and team member Project partners would have access to the utility billing data.
 - Start November 2023 Completion 1Q24
- Identify each commercial electrical meter and what load(s) it serves.
 - Start 4Q23 Completion 1Q24
- Engage a solar expert to determine the best overall approach to installing rooftop Solar generation at Collington (including maximum feasible roof space, connection(s) to the grid, appropriate stages and sequencing).
 - Start 1Q24 Completion 2Q24
- Evaluate impact on reducing Collington's carbon footprint.
- Identify financial costs, financing options, grants and incentives available to Collington. [This might or might not be done by the same consultant(s).]
 - Start 1Q24 Completion 3Q24
- Develop and present a roadmap and Comprehensive Plan for the implementation of solar power.
 - Start 1Q24 Completion 3Q24
- Begin installation of solar power.
 - Start 4Q24 Completion Ongoing

Continued . . .

Resources:

Financial: TBD

Resident Time: Extensive

Finance: Billing data -- Minimal if Pepco can download necessary data in a timely manner, or if qualified residents are given access to the utility bills.

Philanthropy and Community Engagement: potential grants

Capital Budget: unknown.

Stakeholders:

Climate Action Committee

Facilities Department

Chief Financial Officer

Philanthropy and Community Engagement

Chief Operating Officer

Marketing

Buildings Committee

Collington Foundation

Approved April 2024

Goal 2: Increase Collington's Use of Green Energy

2.2 Transition Collington to electric vehicles

Active Project

Future Project

Project Description:

Develop a plan to transition Collington's fleet to 100% electric vehicles. As each automobile, bus, truck, off-road equipment, bus, and jitney reaches the end of its useful life or sooner, replace it with an electric one.

Project Leads:

Resident lead TBD

Team member lead: TBD

Activities/Benchmarks:

- Inventory the Collington fleet (cars, busses, jitneys, maintenance vehicles), including function, age, anticipated replacement.
- Identify anticipated future vehicle needs.
- Scope out life-cycle costs (purchase, fuel, maintenance) for different vehicle types.
- Identify potential funding sources (grants, etc).
- Develop a plan and policy to replace each current fossil-fueled vehicle with an electric counterpart.

Resources:

Multiple hours of analysis each for Security, Transportation, Facility, Marketing and Finance Departments

Resident assistance - TBD

Financial cost impact - TBD

Stakeholders:

Chief Operating Officer

Security Department

Transportation Department

Maintenance

Housekeeping

Facilities Department

Marketing Department

Finance Department

Approved April 2024

Goal 2: Increase Collington's Use of Green Energy

2.3 Continue to explore conversion of landscaping equipment to all-electric

Active Project

Future Project

Project Description:

Continue to seek conversion of landscaping equipment from gasoline to electric.

Project Leads:

Resident lead: TBD

Team member lead: Facilities (individual TBD)

Activities/Benchmarks:

- Encourage replacement of existing landscaping equipment with electric versions.
- When the three-year landscaping contract is re-negotiated in 2025, press for provisions to convert mowers and leaf blowers to electric.

Resources

Team members (contract negotiation)

Increment in contract cost (?)

Residents (supporting research?)

Stakeholders:

Facilities (grounds)

Chief Financial Officer

Landscaping contractor

Residents

Approved April 2024

Goal 2: Increase Collington's Use of Green Energy

2.4 Develop a plan to transition Collington from natural gas to electricity

Active Project

Future Project

Project Description:

Decarbonization of Collington's energy sources will require replacing natural gas with renewable electricity over the next twenty years. Create a plan for Collington to make a smooth planned transition from natural gas, as systems are replaced or updated.

Project Leads:

Resident lead TBD

Team member lead TBD

Activities/Benchmarks:

- Identify and quantify Collington's current uses of natural gas [including heating (boilers in the Creighton Center), cooking (in the kitchen) and heating, hot water, etc (in the 5000 cottages)].
- Identify major systems using natural gas, and their anticipated replacement schedules.
- Identify and analyze any regulatory requirements to install zero-carbon appliances.
- Make a commitment to eliminate natural gas use at Collington by 2045
- Budget for future capital expenditures, and unit turnover expenditures to implement this policy.

Resources

Significant team member time

Resident time

Stakeholders:

Chief Financial Officer

Facilities Department

Marketing

Culinary Department

Residents

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.1 Minimize use of insecticides and herbicides

Active Project

Future Project

Project Description:

Formalize, and continue to implement, policies to minimize the use of insecticides and herbicides at Collington.

Project Leads:

Resident lead: Grounds committee (individual TBD)

Team member lead: Facilities (individual TBD)

Activities/Benchmarks:

- Eliminate use of herbicides on lawns at Collington
 - Implemented in 2022
- Adopt policies on the use of herbicides and insecticides, as part of Landscape Zoning Plan
 - under development target for completion: 2024??

Resources

resident time

Team member time

Stakeholders:

Facilities

Grounds Committee

Climate Action Committee

Ruppert Landscaping

EcoLab

Marketing (appearance of grounds)

Residents

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.2 Develop and adopt a sitewide Landscape Zoning Plan

Active Project

Future Project

Project Description:

The Grounds Committee is developing a Landscape Zoning Plan for Collington. It identifies and maps categories/levels of landscape management (woodlands, lawn, personal gardens, etc) and management policies for each.

Project Leads:

Resident lead: Charlie Clapper

Team member lead: Shawn Bostic

Activities/Benchmarks:

- Identify and define landscape zones
 - draft under review 4Q2023
- Map these zones
 - draft map completed 3Q2023
- Identify management policies for each zone
 - draft under review 4Q2023
- Adopt the Landscape zoning Plan
 - 2024
- Review proposed activities for conformance to the Plan
 - ongoing
- Maintain and update the Plan
 - ongoing

Resources

Funds for consultant to professionally draft map?

Stakeholders:

Grounds Committee

Facilities

Residents

Long Range Planning

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.3 Install rain gardens

Active Project

Future Project

Project Description:

Install rain gardens, at appropriate locations on campus, to reduce stormwater runoff, by slowing runoff, and increasing infiltration.

Project Leads:

Resident lead: Charlie Clapper

Team member lead: Shawn Bostic

Activities/Benchmarks:

- identify location for pilot rain garden.
 - 4Q 2023
- Identify and obtain sources of grant funding.
- develop plan (hydrological and horticultural).
- identify sites and develop plans for additional rain gardens.

Resources

Team member and resident time for planning, and for drafting and letting contract

Contract cost for design and installation -- TBD

Team member time for contract management

Stakeholders:

Grounds Committee

Collington Foundation

Residents near proposed rain gardens

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.4 Improve stormwater management

Active Project

Future Project

Project Description:

Develop a plan to better manage stormwater runoff from Collington.

Project Leads:

Resident lead: Charlie Clapper

Team member lead: Shawn Bostic

Activities/Benchmarks:

- Identify areas with current flooding problems (walkways, driveways).
- Identify areas with current erosion problems
- Review current permit requirements for the two stormwater permits (to Western Branch [Collington Lake] and to Bald Hill Branch
- Identify the requirements for any new development on the Collington campus.
E.g.: "No increase in peak runoff"?
- Develop plans to better manager stormwater runoff.

Resources

TBD

Stakeholders:

Faciities

Grounds Committee

Residents

Chief Financial Officer

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.5 Manage the deer herd

Active Project

Future Project

Project Description:

Collington currently permits a regulated bow hunting season in order to reduce our deer over-population. Explore a cooperative effort with neighboring landowners, especially Prince George's County Park Authority, to more effectively reduce the deer herd.

Project Leads:

Resident lead: TBD
Team member lead: Shawn Bostic

Activities/Benchmarks:

- Collect records on culling activities from past years, especially number of deer killed.
- Interview hunters to identify successes of the program, and areas for improvement.
- Identify and implement changes to Collington's current program.
- Learn what deer management activities are undertaken by Prince George's Park Authority.
- Identify any data on deer censuses or population estimates in the area. (Generally accepted carrying capacity is 15-20 deer per square mile.)
- Explore possible County deer management activities on adjoining park lands.
- Identify collaborative activities that might be undertaken to manage the regional deer herd.

Resources

TBD

Stakeholders:

Collington administration (whoever administers the current hunting program)
Grounds Committee
Residents
Current hunters
Neighboring community associations
Prince George's County Park Authority

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.6 Improve forest health

Active Project

Future Project

Project Description:

Review the *Forest Stewardship Plan* to identify specific projects to be implemented by Collington. This plan was prepared in 2021 by the Forest Service, of the Maryland Department of Natural Resources.

Project Leads:

Resident lead: Charlie Clapper

Team member lead: Shawn Bostic

Activities/Benchmarks:

- Review the 2021 "Forest Stewardship Plan" to identify specific projects or activities which could be undertaken.
- Prepare project description (Project Leads, Activities/Benchmarks, Resources, etc.)
 - Include in Collington Sustainability Plan.
- (See also Deer Exclosure project, project 3.7.)

Resources

TBD

Stakeholders:

Grounds Committee

Weed Warriors

Facilities Department

Approved April 2024

Goal 3: Protect and Enhance Collington's Site Ecology

3.7 Research Installation of a deer enclosure in Collington's woodlands

Active Project

Future Project

Project Description:

Research the enclosure of a several-acre portion of Collington's woodlands (in the parcel north of the 5000's) to exclude deer, and allow natural regrowth of the forest understory. This would enhance Collington's woodlands, and allow an assessment of the impact of deer on understory quality and diversity.

Project Leads:

Resident lead: TBD (with Steve Woodbury)

Team member lead: TBD

Activities/Benchmarks:

Initial Scoping:

- Identify existing deer enclosure projects (including Longwood/Crosslands, Greenbelt Woods, Brookside Garden, Schuylkill Nature Education Center, and others).
- Consult with existing deer enclosure projects to identify issues, specifications, and lessons-learned.
- Consult with Prince George's County Park Authority about their deer management policies and activities.
- Identify any regulatory constraints (zoning setback, WSSC easement, etc.)
- Identify specifications for fencing.
- Estimate costs for fencing and for installation.
- Explore research opportunities to measure the impact of deer overpopulation on forest vegetation (Bowie State? University of Maryland? other?)

Resources

Initial scoping:

Resident time

Stakeholders:

Grounds Committee

Facilities Department

Prince George's County Park Authority

WSSC (easement)

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Over-all 4.1 Quantify the amount of waste generated at Collington, and the amount recycled

Active Project

Future Project

Project Description:

Collect data on the current handling of waste from Collington, in order to track Collington's waste diversion rate.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Identify amount of waste disposed to landfill.
 - pounds of waste to landfill
 - construction waste to construction waste landfill (Collington contractors)
 - wood chips, leaves, and tree debris to landfill
- Identify amount of waste diverted from landfills.
 - recycling removed to recycling center
 - baled cardboard sent for recycling
 - wood chips, leaves, tree debris retained onsite
 - resident composting
 - kitchen composting
- Identify amount of hazardous waste sent to hazardous waste facility.
- Identify amount of specialty wastes diverted from landfill.
 - batteries
 - plastic film (TREX)
 - paper shredded
 - electronics
 - Styrofoam
 - other
- Calculate waste diversion rate

Resources

Team member (Facilities; Chief Financial Officer) -- TBD

Resident -- TBD

Stakeholders:

Facilities Department

Housekeeping

Culinary Department

Chief Financial Officer

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Reduce: 4.2 Continue to reduce kitchen food waste Active Project

Future Project

Project Description:

Implement practices and policies to continue to reduce kitchen food waste.

Project Leads:

Resident lead: TBD

Team member lead: Corrine Pierce

Activities/Benchmarks:

- The Culinary Department has committed to continue to implement the best practices learned through their previous use of LeanPath.
 - Ongoing
- Document the best practices now in use, and implement training to ensure that they continue.
 - Start TBD Complete TBD
- Continue to identify and implement practices to further reduce food waste
 - Ongoing
- Identify outcome measures, and report regularly

Resources

Culinary team member time

Training time

Stakeholders:

Culinary Department

Chief Financial Officer

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Reduce: 4.3 Reduce paper use on campus

Active Project

Future Project

Project Description:

Identify major uses of paper at Collington, and define potential projects to reduce paper use. Select and implement activities to reduce paper use.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Identify major uses of paper at Collington,
- Identify possible actions to reduce paper use.
- Assess potential actions for effectiveness and feasibility,
- Scope out specific projects (project leads, activities/benchmarks, etc).
- Add specific projects to Sustainability Plan.
- Possible ideas include
 - Assist residents to reduce junk mail
 - Encourage two-sided printing
 - Other??

Resources

TBD

Stakeholders:

Recycling Committee

Administration

Residents

Housekeeping

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Reduce: 4.4 Reduce single-use plastics on campus

Active Project

Future Project

Project Description:

Identify major uses of single-use plastics at Collington, and define potential activities to reduce the use of single-use plastics on campus.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Identify major uses of single-use plastic at Collington,
- Identify possible actions to reduce single-use plastics.
- Assess potential actions for effectiveness and feasibility,
- Scope out specific projects (project leads, activities/benchmarks, etc).
- Add specific projects to Sustainability Plan.
- Possible ideas include
 - Catering events eliminate use of single-use plastic plates, utensils, 'glasses'
 - Eliminate provision of bottled water (more water bottle refill stations?
Culinary expand use of ice water dispensers? eliminate bottled water from
Country Store?, other?)
 - Other?

Resources

TBD

Stakeholders:

Recycling Committee
Administration
Team members
Residents

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Reuse: 4.5 Retain and Reuse Plant and Wood Trimmings on Campus

Active Project

Future Project

Project Description:

Shred/chip all plant and wood trimmings on campus, retaining this important carbon source here. Reduce or eliminate the purchase of commercial mulch. Develop policies to prevent disposal of organic material in the sanitary landfill.

Project Leads:

Resident lead: Terry McGuire

Team member lead: Shawn Bostic

Activities/Benchmarks:

- Establish the status of current policies or practices to retain plant and wood trimmings on campus.
- Establish a storage area for wood chips.
- Explore retention and composting of leaves on campus.
- Incorporate a specification in future contracts (and subcontracts) to retain wood chips and wood trimmings on campus.

Resources

Team member time (contract management)

Space for wood chip storage

Space for leaf composting.

Stakeholders:

Facilities/Grounds

Landscaping and arborist contractors and subcontractors

Residents

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Reuse: 4.6 Increase the reuse of building materials

Active Project

Future Project

Project Description:

Develop policies and procedures to increase the reuse or donation of building materials removed during remodeling activities at Collington.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Document the current practices for reuse or salvage of building materials (windows, cabinets, appliances, fixtures, lumber, etc.) removed during remodeling at Collington.
- Identify potential users (e.g.: ReStore, Second Chance, etc).
- Establish storage/staging space for reclaimed components/materials.

Resources

Team member time

Storage space

Stakeholders:

Facilities (maintenance, projects)

Contractors and subcontractors

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.7 Increase recycling by residents

Active Project

Future Project

Project Description:

Identify and pursue actions to increase resident recycling at Collington.

Project Leads:

Resident lead: Adele Miller

Team member lead: TBD

Activities/Benchmarks:

- Recycling Committee brainstorm multiple ideas to increase resident recycling.
- Reach out to residents (survey? in person?) to identify activities that currently work well, and barriers to increased recycling.
- Select and implement one or more activities to enhance resident recycling.
- Assess success and 'lessons-learned'; prepare a Case Study to share through SSAFE.
- Repeat: Identify and conduct a additional activities to increase recycling.
- Some potential activities might include:
 - Distribute (again) the Prince George's County list of what can be placed in recycle bins.
 - Prepare and distribute a one-page summary of additional recycling opportunities at Collington (plastic film, batteries, clothing, Styrofoam, etc.)
 - Work with Dining Services to ensure recycling of appropriate materials in the dining room, the Landing, the Ivy Lounge, and at catered events.
 - Identify potential household hazardous wastes, and provide clear instructions for their disposition.
 - Other ?

Resources Required

Team member time

Resident time

Purchase of appropriate receptacles

Stakeholders:

Housekeeping

Dining Services

Team members

Residents

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.8 Increase composting by residents

Active Project

Future Project

Project Description:

Continue and expand composting of independent living residents' kitchen waste at the Hilltop Garden.

Project Leads:

Resident lead: Terry McGuire

Team member lead: TBD

Activities/Benchmarks:

- Identify ways to increase resident composting for cottage residents.
- Identify ways to increase resident composting for apartment residents.
- Continue/expand education of residents, team members, and aides.

Resources

Team members (transport)

Residents (composting, turning, screening)

Stakeholders:

Housekeeping

Maintenance

Residents

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.9 Increase recycling by team members

Active Project

Future Project

Project Description:

Identify and implement opportunities for team members to increase recycling.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Identify recyclable waste which now goes to the landfill (paper? aluminum cans? cardboard? plastic film? other?).
- Ensure that convenient recycling receptacles are available.
- Provide clear guidance to team members about recycling policies, procedures, and designated locations, and ensure that appropriate ongoing training is provided.

Resources

Team member time

Training

Purchase of receptacles

Stakeholders:

Team members

Administration

Housekeeping

Human Resources

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.10 Promote 'Zero Aluminum Cans to the Landfill'

Active Project

Future Project

Project Description:

Conduct a focused campaign to ensure that all aluminum cans are appropriately recycled.

Project Leads:

Resident lead: TBD (with Steve Woodbury)

Team member lead: TBD

Activities/Benchmarks:

Develop a focused campaign, to make it easy and convenient to recycle all aluminum cans, at Collington, and to educate residents and team members.

Resources

Team member time

Resident time

Purchase of receptacles

Stakeholders:

Residents

Dining Services

Housekeeping

Team members

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.11 Implement composting of kitchen waste

Active Project

Future Project

Project Description:

Develop a plan for composting of kitchen food waste.

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Identify increasingly stringent state and county requirements for composting food waste from commercial kitchens.
- Identify and analyze any regulatory constraints on offsite composting of waste from Collington's kitchen, as a result of its serving the health center.
- Assess offsite and onsite options for composting of food waste.
- Develop a plan for composting of Collington's food waste.

Resources

TBD

Stakeholders:

Dining Services

Residents

Chief Financial Officer

Chief Operating Officer

Approved April 2024

Goal 4: Reduce Collington's Waste Generation

Recycle: 4.12 Reduce the amount of electronic equipment in Collington's waste stream

Active Project

Future Project

Project Description:

Ensure appropriate disposition of electronic waste, and reduce the amount of electronic equipment sent to the landfill.

Project Leads:

Resident lead: Dorothy Yuan

Team member lead: TBD

Activities/Benchmarks:

- Identify Collington's current procedure for disposal of electronic equipment (household and institutional).
- Identify regulatory requirements, and recommended best practices, for disposition of electronic equipment (recycle? special electronic waste collection? other?).
- Establish a procedure for collection and appropriate disposition of electronic equipment from Collington operations and from residents.

Resources

TBD

Stakeholders:

IT Department
Facilities Department
Housekeeping
Team members
Residents

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.1 Develop and execute a rollout plan for Sustainability Plan 2.0

Active Project

Future Project

Project Description:

Develop and implement Plan to educate residents and team members on the new Sustainability Plan.

Project Leads:

Resident lead Joel Brody, Chair, Climate Action Committee
Team member lead Megan Barbour, Chief Operating Officer

Activities/Benchmarks:

- Sustainability Plan Core Team: Complete a plan to present the new Sustainability Plan to residents and Team member.
 - Start 1Q24 Completion 1Q24
- Roll-out of Sustainability Plan to residents and team members.
 - Start 1Q24 Completion 2Q24

Resources:

Management Time: TBD, but expected to be minimal
Resident Time: TBD
Financial: TBD

Stakeholders:

Climate Action Committee
Chief Financial Officer
Chief Operating Officer
Director of Human Resources
Director of Marketing
Apartment Floor and District Leaders

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.2 Integrate information about Collington's Sustainability Plan into ongoing orientation programs of new residents, team members, aides, contractors, and tenants at Collington. Active Project Future Project

Project Description:

Provide on-going information about the Collington Sustainability Plan 2024-2026 to in-coming residents, team members, tenants, contractors, and aides as an integral part of their Orientation.

Project Leads: Resident lead: Katie Thompson
Team member lead: TBD

Activities/Benchmarks:

- Identify the potential points of Orientation to living or working at Collington for in-coming residents, team members, tenants, aides, and contractors.
- With those responsible for orientation programs for all In-coming target groups, discern the best ways to incorporate information about the Sustainability Plan as an on-going part of these programs.
 - Start Q1, 2024 Complete Q1, 2024
- With resident and team member leaders responsible for orientation of residents and team members, develop information materials (written, audiovisual and/or speaker formats) most relevant to each group .
 - Start Q1, 2024 Complete Q2, 2024
- Refine/refresh information or presentation formats as needed and based on feedback and on-going engagement with orientation leaders.
 - Start Q3, 2024 Complete Q4, 2026

Resources

Time resources:

- (1) For initial Q1 period: Approximately 2 hrs of resident lead's time and 2 hrs, combined time of administrative lead & others responsible for team members' or new residents' orientation
 - (2) For design of educational inputs for orientation programs, 3-5 hrs estimated of Resident Lead's time and 1 hour, combined, from Administrative Lead & others responsible for team members' or new residents' orientation.
 - (3) Additional time of Resident and Administrative Leads and others for implementation TBD, according to decisions made in above periods
- Financial resources: TBD. Limited, and dependent on decisions made re: type of educational modules to be included.

Stakeholders:

Human Resources

Marketing

RA—especially Ambassador program and Climate Action Committee

Project Leads for Rollout of Sustainability Plan 2024-2026

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.3 Present monthly environmental film series

Active Project

Future Project

Project Description:

Present an Environmental Film Series to inform residents about climate change/sustainability problems, about what contributes to the problems, and about what is being done to address the problems. The series includes documentary and dramatic films that are both informative and entertaining. The project has three key elements:

- Selecting a time for its showing with little or no competition from other activities at Collington
- Heavily promoting the upcoming movie
- Ensuring accessibility to climate change/sustainability films.

Project Leads:

Resident lead: Joel Brody
Team member lead: [not required]

Activities/Benchmarks:

- Identify and Train Backups
 - Start October 2023 Completion January 2024
- Ongoing on a monthly basis:
 - Select film to be shown the following month.
 - Confirm with Karen Cheney Auditorium reservation and no major activity or event conflict.
 - Create flyer.
 - One week prior to showing post flyer on bulletin boards and distribute display stands.
 - Send Karen Cheney an announcement for the *Courier*.
 - Post announcement on the resident List Serve both 5 days and 1 day before the showing.

Resources:

Financial: TBD
Resident time: TBD
Facilities: TBD

Stakeholders:

Climate Action Committee
Chief Financial Officer
Director of Facilities
Chief of Administration

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.4 Organize and support Earth Week activities in April Active Project

Future Project

Project Description:

Organize a variety of activities and displays in observation of Collington Earth Week in April.

Project Leads:

Resident lead: Pam Haughton-Denniston

Team member lead: TBD

Activities/Benchmarks:

- Identify activities or displays for Earth Week
- Identify team member and resident leads
 - January 2024

Resources

TBD

Stakeholders:

Climate Action Committee
Buildings Committee
Grounds Committee
Facilities Department
Housekeeping
Culinary
Collington Foundation

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.5 Schedule resident trips to local waste and recycling facilities

Active Project

Future Project

Project Description:

Design, plan and coordinate a collaborative project of the Climate Action, Trips and Recycling Committees of the RA focusing on resident education about recycling and composting. Project includes: showing a film(s) as part of the Climate Action Monthly Film Series; providing orientations/promotions and educational material from the Trips and Recycling Committees; and conducting culminating visits to the PG County Organics Composting Center and Materials Recycling Facility.

Project Leads:

Resident leads: Joel Brody
Team member lead (not required)

Activities/Benchmarks:

- Obtain agreement from each committee on the joint project.
 - Start 4Q23 Completed 4Q23
- Schedule Recycling and Composting Centers visit date and times.
 - Start January 2024 Completion February 2024
- Coordinate trip with Collington Transportation.
 - Start January 2024 Completion February 2024
- Research, preview and select films/documentaries.
 - Start 1Q24 Completion 1Q24
- Research and secure available funding for transportation and posters.
 - Start 1Q24 Completion 1Q24
- Create promotion plan.
 - Start January 2024 Completion February 2024
- Show selected films as close to Earth Week Trip as possible.
- Conduct a trip to PG County Organics Composting Center and Materials Recycling Facility during 2024 Earth Week.

Resources:

Management Time: TBD, but expected to be minimal
Resident Time: TBD
Financial: TBD

Stakeholders:

Climate Action Committee	Collington Transportation
Recycling Committee	Chief of Administration
Trips Committee	Collington Foundation
Resident Council	Composting Chair

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.6 Engage and inform residents about the activities of SSAFE

Active Project

Future Project

Project Description:

Conduct resident meeting(s) and develop materials intended to:

- Provide an overview of SSAFE (Senior Stewards Acting for the Environment)
- Describe relationship between SSAFE and Collington
- Introduce Collington's SSAFE Board member and their backup
- Introduce Collington's active Project Team and Workgroup members
- Increase active membership in SSAFE and the Climate Action Committee
- Create Collington/SSAFE "coordinator" position

Project Leads:

Resident leads: Henry Thomas, Joel Brody

Team member lead: [not required]

Activities/Benchmarks:

- Create a position description and identify a Collington resident for a "coordinator" between Collington and SSAFE.
 - Start 4Q23 Completion 4Q23
- Develop plan for resident meeting(s).
 - Start January 2024 Completion February 2024
- Create presentation(s) and material(s).
 - Start January 2024 Completion February 2024
- Implement Plan. – TBD

Resources:

Management Time: TBD, but expected to be minimal

Resident Time: TBD

Financial: TBD

Stakeholders:

Climate Action Committee

Chief Operating Officer

Collington Foundation

Approved April 2024

5. Educate, Inspire, and Involve Collington Residents and Team Members

5.7 Increase resident and team member education about sustainability best practices

Active Project

Future Project

Project Description:

Develop and implement Plan to educate residents and team members about sustainability best practices for topics such as:

- Landscaping
- Recycling
- Composting
- Reducing paper Use
- Reducing energy use
- Climate-Friendly Diet
- Green Products

Project Leads:

Resident lead: TBD

Team member lead: TBD

Activities/Benchmarks:

- Develop plan
 - Start 1Q24 Completion 2Q24
- Roll out Plan
 - Start 3Q24 Completion TBD

Resources

Management and Team member time: TBD, but expected to be minimal

Resident time TBD

Financial: TBD

Stakeholders:

Climate Action Committee
Chief Operating Officer
Chief of Administration
Human Resources
Grounds Committee
Apartment and District Leaders
Director of Facilities
Dietician
Dining Committee
Country Store
OO Shop

Approved April 2024