Coordination of Regional Pollution Prevention Information Centers

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Final Report

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Executive Summary

The Pollution Prevention Information Network (PPIN) operates as the Pollution Prevention Resource Exchange (P2Rx). The centers that comprise P2Rx are the Northeast Waste Management Officials' Network (NEWMOA), the Environmental Sustainability Resource Center (ESRC), the Great Lakes Regional Pollution Prevention Roundtable (GLRPPR), the Zero Waste Network (Zero Waste), the Pollution Prevention Regional Information Center (P2RIC), the Peaks to Prairies Pollution Prevention Information Center (Peaks), the Western Sustainability and Pollution Prevention Network (WSPPN), and the Pacific Northwest Pollution Prevention Resource Center (PPRC).

This final report documents the systems in place and provides results of the first experience with the new measures adopted by the Centers in December, 2009. Additionally, recommendations for the future of the program are included in this report.

In the two years covered by this project period, P2Rx Centers have responded to the PPIN evaluation, conducted by Abt Associates, which was completed May 2008. Centers have put several new measures in place and are able to consistently and congruently track outcomes for P2Rx products and services.

Several improvements have been made on the "software" side to make it easier for Centers to maintain P2Rx web content and it also it is easier for us to share content with partners. The Topic Hub and P2 Programs databases have been centralized. The News database is currently being centralized. Link checking for the Topic Hubs (including the links embedded in the narrative files) and P2 Programs directory are being done centrally, by the Coordinator's office. Centers are notified of broken links that the coordinator's staff cannot find, and Centers are responsible for fixing the links or deleting them. In addition, the coordinator's office checks all static feedback monthly, and reports the results to the Centers.

Results of the first measurement collection show the following:

- *Centers reach significantly more final users than intermediate users of information*
- *Many users of our information likely do not provide us feedback*
- *Information deployment is changing but old methods are still valid*
- *Topic Hubs are the most popular products for P2Rx Centers*
- *Other top products: Listservs, Conferences, and P2 Programs Directory*

- *It is important to keep evaluating and improving products and services*

There are significant on-going activities for which the P2Rx Coordinator's office is responsible. These are detailed in the report but include coordination and facilitation of

- monthly administrative calls
- quarterly web calls
- semiannual measurement reports
- annual P2Rx calendar
- monthly link-checking for the Topic Hubs and Programs Directory and reporting center feedback results
- on-going web support to Centers
- as needed committee meetings

Background:

At the beginning of the project period, November 2007, the PPIN was being evaluated by Abt Associates, Inc (Abt). The evaluation was completed in May 2008 and is posted on the P2Rx website, http://p2rx.org/admininfo/2008_survey_results/FINAL%20PPIN%20Evaluation%20Report_August8.pdf.

The Abt report identified several things the Centers could do to show their effectiveness, based on the Program Logic Model for Information Dissemination, which describes the essence of P2Rx work.

- Identify users of information as "intermediate" or "final" users.
- Identify short-term and intermediate-term outcomes for P2Rx products and activities.
- Measure short-term and intermediate-term outcomes for P2Rx products and activities.
- Show long-term outcomes through case studies or anecdotal evidence.

To respond to these directives, the Centers had to re-think their current activity and web measures plus the goals of each product and service they provide. Initially Centers quit recording activity and web measures, because the Abt report said these measures do not show outcomes. However, after about six months without reporting measures of any kind, Centers realized that activity and web measures, while limited in their usefulness, are part of the total picture and need to be included.

Measurement Standards:

The Marketing and Partnering committee did important work during this project period. This committee proposed a marketing strategy for P2Rx, which set out the guiding principles for all P2Rx products, services, and activities. The committee members systematically established a "product roadmap" for each product and service. The product roadmaps identify the background of each product (how it came into being and how it works), how it is deployed, who the target market is, how it meets P2Rx goals, what the barriers, benefits, and competition are to the product, how it is positioned in the market, and how, when, and by whom it is to be promoted and evaluated. The evaluation statements are specific to the product and measure how well it meets the identified goals, plus these questions establish whether or not the product is achieving outcomes.

The Marketing and Partnering committee minutes and documents are found at http://p2rx.org/admininfo/markpartcom/. There are product roadmaps for P2 News, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20News.doc, the P2Rx Calendar, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form%20-%20calendar.doc, The Tribal P2 website, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form-

%20Tribal%20P2.doc, listservs, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form%20-%20Listservs_new.doc, P2 InfoHouse, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form%20-%20P2%20Infohouse.doc, P2 Programs Directory, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form%20-%20Programs%20Directory_new.doc, P2 Social Bookmarking, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Form%20-%20Social%20Bookmarking.doc, P2 Results Database, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20P2%20Results.doc, Rapid Response, http://p2rx.org/admininfo/markpartcom/P2Rx%20Product%20Roadmap%20Rapid%20Response.doc, and Topic Hubs, http://p2rx.org/admininfo/markpartcom/P2RxProduct%20Roadmap%20Topic%20Hubs.doc. We still need a product roadmap for Webinars. Myla Kelly of the Peaks to Prairies Pollution Prevention Information Center has committed to write this document.

In addition to the product roadmaps, there are statements that specifically measure outcomes and test whether or not each product is achieving their goals. This compilation, Evaluation and Needs Assessment, is posted at http://p2rx.org/admininfo/markpartcom/evaluation%20&%20needs%20assess(generic%20Nov%2009).doc. The statements can be all given at the same time, as would be done with "core" customers at a regional roundtable or with an advisory board, or statements specific to one product can be administered to the customers of that product. The initial question, which establishes whether the client is an intermediate or final user of information, needs to be included every time any part of the evaluation is used.

To further establish whether Centers are reaching intermediate or final users of P2 information, six Centers have implemented a "pop-up" question on their websites. The question simply asks if people are getting the information for their business or organization or getting it so they can help someone else. This is the question used to establish whether clients are final or intermediate users of information, respectively. Pop-ups are limited for several reasons. Some internet browsers block their appearance so the client never sees them. The P2Rx web people tried to hedge this limitation by having the pop-up only appear after the client has clicked on something at the site. So if someone doesn't pursue any information on the site, they will never see it. P2Rx web people also employed a "cookie" with the pop-up question. This was used to restrict the client from getting the pop-up more than once. If clients change computers or clear their cookies, though, they will get the pop-up again. One center included the functionality to track when clients simply closed the window, rather than responded to the question. The results from that center indicate that more than 30% of clients answered the question without simply closing the pop-up box. Currently five Centers have the pop-up working on their websites. The sixth center was notified that the pop-up is not currently working on their site.

Five Centers and P2Rx have also posted a static "feedback" forms on their websites. These contain the "common questions" that centers adopted as a standard in December 2009.

The Abt evaluation recommended Centers ask the same questions where possible, so the results could be aggregated and provide more meaningful information. This is now accomplished.

Centers agreed in December 2009 to a set of measurement standards. The Web measures standard, http://p2rx.org/admininfo/markpartcom/P2RxWebSiteMeasures-revised(Dec%2009).doc, the Activity measures standard, http://p2rx.org/admininfo/markpartcom/ActivityMeasures-revisedDec09.doc, and Common Questions standard, http://p2rx.org/admininfo/markpartcom/CommonQuestionsStandard(Dec%2009).doc are all found on the administrative section of the P2Rx website. These standards are the basis for centers to collect information about their activities and web usage. The common questions standard is the basis for the static feedback page. Centers can choose how many of the products or services they ask their clients about, and they can add products or services unique to their Center. Likewise, Centers can change the wording of the item. For example, some centers use the P2 InfoHouse library on their sites. Rather than ask clients if they use the "P2 InfoHouse Library," they simply ask if they use the "Library." The number of centers asking clients about a product is noted in parenthesis within the aggregated totals that follow.

The Evaluation and Needs Assessment is a "living" document that can be used in its entirety or in parts. For example, if Centers are following up with clients who received the P2Rx calendar to see how many they want for the next year, they can pose the set of calendar statements, along with the demographic identification (final or intermediate user of information). This could also be done when following up with rapid response clients, programs directory clients, listserv members, tribal clients, or other discrete client sets. For the purposes of reporting, all these responses will be aggregated. For the current report, the only centers to use the Evaluation and Needs Assessment used all of it.

The Evaluation and Needs Assessment could be changed every year as the Product Roadmaps are reviewed and revised. Likewise, there may be changes in the products themselves as a result of these reviews.

Current Measures:

Centers were asked to provide their measurement information to the P2Rx coordinator according to the standards adopted in December 2009. Information was received from eight Centers. Some of the Centers provided partial information. Some centers covered the time period from July – December 2009. The static feedback responses cover the entire time since they were put on websites. The earliest feedback was received on April 1, 2009. Five centers have static feedback. Six centers have a pop-up question to determine whether the client is an intermediate or final user of information. One center analyzed the domain information of their web users to determine if they were intermediate or final users.

Here are the aggregated totals.

Web and Activity Measures – Aggregated Results

Date of this report:		**(Oct – Dec* 2009)**
Software used to measure website activity		Urchin, Google Analytics, Sawmill, Webtrends, Webalizer
Website use		**Total**
Total User Sessions (visits)		**860,036**
Total Page Views (page impressions)		**3,634,343**
User Demographics		**Total**
Total users identified as INTERMEDIATE[1]		
through Static Page Feedback	10	
through Pop-up question	757	
other ways this information was discovered (including technical assistance requests)	21,283	
Percentage of INTERMEDIATE users[2]		**4%**
Total users identified as FINAL[3]		
through Static Page Feedback	15	
through Pop-up question	1,462	
other ways this information was discovered (including technical assistance requests)	509,754	
Percentage of FINAL users[4]		**96%**
Technical Assistance, Referrals and Contacts		
Technical Assistance Requests[5]		
Number of requests from "intermediate" users		**94**
Percentage of intermediate users requesting Technical Assistance		**29%**
Number of requests from "final" users		**228**
Percentage of final users requesting Technical Assistance		**71%**
Newsletters		
Distributed (all methods)[6]		**2,539**
Newsletters published[7]		**14**
(Twitter click-throughs reported by one center)		**1,075**
(Blog activity reported by one center)		**1,135**

*Partial reporting from several centers, some centers reported July – December 2009

[1] Intermediate users = those getting information to provide assistance to another business, organization, facility, or agency

[2] Percentage of intermediate users = (number of users identified as intermediate users/total number of identified users)*100

[3] Final users = those getting information to assist their business, organization, facility, or agency

[4] Percentage of final users = (number of users identified as final users/total number of identified users)*100

[5] Any communication (personal, phone call, e-mail, etc.) where information is requested and the Center provides information

[6] Number of **recipients** of all newsletters, via hard copy, e-mail, pdf download, or any other delivery system

[7] number of **issues** of newsletters published by a Center via hard copy, e-mail, pdf download, or any other delivery system

List serve activity					
Number of e-mails[8]	**2,886**				
Number of subscribers[9]	**3,757**				
Number of list serves[10]	**28**				
Meetings/Workshops					
Number of meetings organized/co-sponsored[11]	**37**				
Attendees at meetings [12]	**549**				
Meetings attended & talked about P2Rx[13]	**38**				
Regional Conference Calls					
Total number of conference calls and meetings, excluding P2Rx calls	**33**				
Common Questions*					
**Sum of all responses received by five centers with static feedback pages*					
What information do you access from [center name] website?					
Topic Hubs (5 centers ask)	**14**				
News (5 centers ask)	**6**				
P2 Program Directory (2 centers ask)	**0**				
Rapid Response (3 centers ask)	**1**				
Link to Regional P2Rx Centers (1 center asks)	**0**				
Link to P2 Publications – Best References/P2 Publications (1 center asks)	**2**				
Link to P2 InfoHouse or “Library” (3 centers ask)	**5**				
Link to Tribal P2 website (1 center asks)	**0**				
Link to P2 Results database (2 centers ask)	**3**				
Link to P2 Webinars (2 centers ask)	**6**				
Link to Mercury Reduction Database (2 centers ask)	**0**				
Conference/event information (2 centers ask)	**11**				
Case Studies (Success Stories) (2 centers ask)	**3**				
P2 Options (1 center asks)	**1**				
P2 Planner (1 center asks)	**1**				
	Strongly agree	**Some-what Agree**	**Neither Agree nor Disagree**	**Some-what disagre e**	**Strongly disagree**
I found useful information on this website	12	9	4	2	0
Information from this website has improved my ability to do my job	10	7	5	3	0
I have increased awareness of reducing pollution at the source (P2) as a result of using this website	9	9	5	2	0

[8] Total number of e-mails sent on Center-operated listservs (discrete communications sent, not multiplied by number of clients)
[9] Total number of all subscribers to all listservs operated by the Center
[10] total number of listservs operated by the Center
[11] All meetings or workshops the Center organizes or co-sponsors
[12] Total number of attendees at each such meeting
[13] Total meetings or workshops the Center attends and promotes P2Rx through a presentation or distribution of brochures

Evaluation and Needs – include demographic information from these results at top of this form					
**Sum all responses from two centers – six responses*					
	Strongly agree	**Agree**	**Disagree**	**Strongly disagree**	**Never Use**
Topic Hubs					
Increase my awareness of P2 practices		4			
Are reliable sources of information	1	4		1	
Are easy to access	2	3		1	
Provide up-to-date information		4	1	1	
Reduce my learning curve for a new topic or industrial sector	2	3			
P2 News					
Saves me time because it compiles P2-related stories from the popular press which would be hard to find on my own		1	1		1
Increases my awareness of P2 solutions in the community		2			1
Is easy to access		2	1		1
P2Rx Calendar					
Provided me new information on some P2 topics		3			1
Was useful to me at work		4			1
Was used to provide P2 information to clients or partners		3			1
P2 Infohouse					
Contains resources that provide me P2 information I previously didn't know		1			2
Contains resources I can easily share		1			2
Is easy to access		1			2
Contains resources I use		1			2
P2 Programs Directory					
Provides current contact information for P2 programs	1	3		1	1
Is a useful resource for me to contact peers for P2 information	1	3	1		1
Is easy to access	1	2	2		1
Rapid Response Service					
Answers from Rapid Response increase my P2 knowledge	2	1			3
Rapid Response service is easy to use	2	1			3
Answers from Rapid Response allow me to provide P2 information to clients	2	1			3
Answers are high-quality	2	1			3
Listservs					
Increase my awareness of P2 practices		5			1
Provide quality information		5			1
Are convenient to access		4			1
Are a convenient way to share information		5			1
Improve my capacity to provide P2 info		4			1
Covers topics I am interested in learning about		5			1
P2Results Database					
Increases my awareness of P2 results that can be measured		1	2		3
Is easy to access		2	1		3
Improves my capacity to share P2 results with clients or funders		2	1		3
Is a valuable marketing tool for use with clients and funders		1	2		3

	Strongly agree	Agree	Disagree	Strongly disagree	Never Use
Tribal P2 website					
Information from the site improves my knowledge of tribal P2 practices					6
Networking via the website helps me know who to call with P2 questions					6
I use resources from the website for tribal clients					6
Conference calls provide P2 information I can use					6
P2TagTeam on delicious.com					
Increases my awareness of articles about P2 practices		1			5
Provides useful information		1			5
Is user-friendly		1			5
Improves my capacity to provide P2 info		1			5
Regional Roundtables					
Increase my awareness of P2 practices	4	2			
Are effective venues for sharing P2 information	4	2			
Improves my capacity to provide P2 info	4	2			
Help me, via networking, know who to call to get help	4	2			

Other information needed: Climate Change (2), Hospitality (1), P2 Awards and programs (3), green chemistry (1), Lean and green manufacturing (2), Toxics (1), P2 Measurement (4), Sustainability (1), Pharmaceutical waste (2), Environmentally Preferable Purchasing (1), Mercury (2), E-waste (2), Green Construction (2)

How to receive information: Web tools (3), case studies (3), Training (4), listservs (2), powerpoints (2), face-to-face (2)

Other help: Tools to calculate GHG equivalents (3), Analysis on "highlights" of P2 impact (1), P2 community contact info on subject-matter expertise level (3), measurement tools (2), tools/techniques for changing behaviors (3)

The P2Rx centers provide services and engage in many interdependent activities that are funded through the P2Rx grant and other leveraged fund sources. The activity and web measures identified in this report are wholly or partially funded by the P2Rx grant. It is recognized that each regional information Center is unique in terms of audience served, maturity of program, information model, and a number of other factors. These differences make direct comparison of Centers based solely or primarily on their web site statistics of questionable value. The primary intent of this standard is to facilitate aggregate performance reporting of all Centers and to provide management information to Center directors.

Analysis of Measurement Results

1) *Centers reach significantly more final users than intermediate users of information.*

   One center included analysis of the domains of their web users to determine whether they were likely intermediate or final users of information. While this is probably pretty accurate, it is not as accurate as asking people. On the other hand, as has been seen via the use of the pop-up question, only about 22% of users will answer this question. This is based on data from one center that tracks the number of users who close the pop-up box without answering at all. Note that there is no data to determine whether or not the user sees the pop-up. If the user has pop-ups blocked, they may never even see the question. If the data from the domain determination is removed, there are 817 intermediate users (33%) and 1637 final users (67%). Therefore, it is valid to say that P2Rx Centers reach a high percentage of final users.

2) *Many users of our information likely do not provide feedback.*

   There are no incentives offered for people to provide feedback. Visitors to a website typically do not answer even one question. The information we get from user feedback is very valuable and should not be ignored; however, it is an extremely small sample size.

3) *Information deployment is changing but old methods are still valid.*

   One center has a blog, two centers (and P2Rx) are Twittering, and one center has wikis. P2Rx has news services that can be delivered via RSS into client's news readers. Still, listservs and face-to-face meetings are very popular.

4) *Topic Hubs are the most popular products for P2Rx Centers.*

   It is imperative that we maintain the quality of these products and continue to market them. These products consistently receive high marks but will not continue to do so if they are not updated. Currently, all Centers have been updating links from the Topic Hubs every month. We have seen a decrease in the number of broken links as a result of this effort. In June 2009 there were 68 broken links among all Centers. In January 2010 there were 35 broken links. Keeping the links current is the minimum effort, however. **Centers must add new information to the Topic Hubs** or they will become dinosaurs.

5) *Other top products: Listservs, Conferences, and P2 Programs Directory*

   These products need attention, too, to keep their relevance. These products also reflect the importance of regional Centers. Listservs and conference typically focus on regional issues. Centers can bring perspective and resources from other regions.

   Regional Centers also provide added value to the P2 Programs Directory, especially if they designate the "core" P2 programs. Centers know who the core programs are in their region. Six of eight centers have designated "core" programs. This designation adds value to the list, because it distinguishes the programs that have P2 as a main mission from others who may do some P2 or some things related to P2.

   The P2 programs directory links are also being checked monthly by the P2Rx Coordinator's office (as the Topic Hub links have been). This was first done in December 2009 and there were 129 broken links. In January there were 106 broken links. Two centers have particularly large program directories and thus the majority of the broken links. We also added value to the Programs Directory when we quit displaying the programs that are only in the database to serve the Where to Go for Help function of the Topic Hubs. Some of these programs need to be listed as help references, but they may not be P2 programs at all. An example is the department of Fish and Wildlife, which is a resource to eliminate lead sinkers but does not position itself as a P2 assistance program.

6) *It is important to keep evaluating and improving products and services*

   The system is in place with the Product Roadmaps and Marketing Implementation Plan. It is very important to follow through with this effort and continue to improve and make changes to products. It is also VITAL that the quality of content be maintained and improved.

On-going Work for P2Rx Coordinator

Several maintenance items have become part of the coordinator's responsibility. These functions can be done by the coordinator's office or subcontracted to others.

1) Provide web support

   The actual P2Rx website needs to be maintained and updated. This includes the P2 content and links provided to clients plus the administrative pages that contain minutes, standards, Coordinator reports, user manuals, marketing materials and other information for the Centers. Turnover among web personnel within the Centers is relatively large. Many Centers use students or other part-time people to maintain their websites. This is the primary reason we have tried to centralize so much of the web content. We currently have centralized the Topic Hub database, the P2 Programs Directory, and are in the process of centralizing the P2 News. Centralization makes it much easier for Centers (and partners) to display these products. Updating the products is also much easier and straight-forward, using web forms. Users manuals for Topic Hubs and Programs Directory are located on the administrative page of P2Rx. The Topic Hub user manual is at http://p2rx.org/admininfo/UserManual/Creating_new_Topic_Hub.pdf. The Programs Directory manual is at http://p2rx.org/admininfo/usermanual/ProgramsAdminManual.htm. Even with this documentation, there is the need for Center web personnel to ask questions. All the web personnel have quarterly conference calls but they also need someone to call at any time.
2) Conduct Web and Administrative calls and meeting

   The Coordinator is responsible for setting agendas, notifying everyone, and taking and posting minutes from monthly administrator's calls, quarterly web calls, and annual meetings. All Centers are reminded of activities contained in the Marketing Implementation Plan, http://p2rx.org/admininfo/markpartcom/p2rxmarketingplan1-10.xls. Activities for the current month and subsequent month are included in monthly call agendas.
3) Check programs directory and Topic Hub links monthly

   It has helped the Centers to receive this reminder of links that need to be fixed every month. The link-checking procedures are posted at http://p2rx.org/admininfo/LinkChecks-P2Rx.pdf.
4) Organize/facilitate sub-committees as needed

   Standing committees are: Marketing and Partnering Committee, Content and Technology Committee, and Executive Committee. All committees have minutes and other documents posted from the P2Rx administrative page, http://p2rx.org/admininfo/toc.cfm. The committees have various levels of need and interest. The coordinator works with the committee chairpersons to set up calls, form the agenda, and take and post minutes. In 2010, the marketing committee will need to review the products according to the schedules set out in the P2Rx Marketing Implementation Plan, http://p2rx.org/admininfo/markpartcom/p2rxmarketingplan1-10.xls
5) Aggregate and report measures semi-annually

   Centers submit semi-annual measures in January and July. The coordinator aggregates the numbers and reports the results to EPA.
6) Produce P2Rx annual calendar

   The coordinator solicits photographs from the P2 community, typically in July. The environmental dates that are included in the calendar need to be confirmed for the next year. The side-bars that

Centers provide must be solicited at least one month before they are needed. In 2010, Centers should query their clients to whom they provided calendars in 2009, to see how many they want in 2010 and to see if the calendar is meeting its product goals. The statements specific to the calendar from the Needs and Evaluation assessment should be used.

7) Check results of Center Feedback

The coordinator's office would check feedback forms monthly and send the results to the centers.

Summary of on-going Coordinator Activities, Including Some Marketing Responsibilities

(Items in the green boxes have been done by the Coordinator's staff)

January	• Solicit measures from all centers ((ESRC, WSPPN, PPRC, and P2RIC should have stakeholder feedback to contribute to measures) • Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Issue press release on P2 Results (presuming the proposed schedule of gathering data is followed) • Publish semi-annual measures report
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
February	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
March	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Set agenda for web call; send reminder three weeks and one week in advance • Conduct web call (forth Thursday at 11:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
April	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
May	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
June	• Remind Centers to evaluate client needs regarding calendars

	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Set agenda for web call; send reminder three weeks and one week in advance • Conduct web call (forth Thursday at 11:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
July	• Solicit measures from all centers (NEWMOA, GLRPPR, Zerowaste, and Peaks to Prairies should have stakeholder feedback forms to contribute to measures) • Solicit “side bar” information for P2Rx calendar from Centers based upon calendar feedback and existing marketing plan product promotion • Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Publish semi-annual measurement report
	• Confirm environmental dates for next calendar • Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
August	• Solicit photographs for P2Rx calendar from the P2 community • Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
September	• Send calendar to publisher • Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Set agenda for web call; send reminder three weeks and one week in advance • Conduct web call (forth Thursday at 11:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
October	• Distribute calendar to all centers and in time for fall meetings • Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results
November	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results

December	• Set agenda for admin call; send reminder one week in advance • Conduct admin call (second Wednesday at 1:00 CT); post minutes • Set agenda for web call; send reminder three weeks and one week in advance • Conduct web call (third Thursday at 11:00 CT); post minutes
	• Check links and distribute results for Topic Hubs • Check links and distribute results for Programs Directory • Check feedback forms and distribute results