

Rocky Mountain Views



Rocky Mountain Association of Higher Education Facilities Officers

Winter 1998

President's Message



Wayne White

Our thanks to Paul Smith and Esther Federico for taking on the Newsletter responsibility. RMA sends appreciation to you for your contribution to our region. We look forward to some great publications from you as we provide the Rocky Mountain Views to our members.

Let me share some information with you. The following are members of the Board of Directors:

President -- Wayne White, Utah State University
 1st Vice President -- Charles Andersen, Yavapai College
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 3rd Vice President -- Craig Bohn, University of Utah
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 Junior Representative -- Jim Kelley, Auraria Higher Education Center

RMA Committees Chairs are:

Educational Programs	Mary Vosevich	University of New Mexico
Information Services	Duane Timmerman	University of Wyoming
Professional Affairs	Brian Nielson	University of Utah
Electrical Deregulation	Brian Andersen	Utah State University
Membership	Jim Kelley	Auraria Higher Education
College Task Force	Paul Smith	Pima Community College
Prof. Leadership Center	Doug Christensen	Brigham Young University
K-12 Task Forces	Ed Smith	University of Southern Colorado
Awards & Recognition	Don Mackel	University of New Mexico
Historian	Val Peterson	Arizona State

Our goal is to bring all the information we can to the members of RMA. Keep watch for our next issue of Rocky Mountain Views to hear news about our region. We will be proposing issues and procedures for educational training in our mid-year board meeting in March.

Leadership Through Change, the theme of our RMA conference in Jackson, leads me to think about our responsibilities as Facilities Managers. There are many qualities people need to lead their organizations, but let me focus on just four for now.

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State/Province Report

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Editor's Note

Featured Article -- Everything you always wanted to know about customer complaints but were afraid to ask

CALL FOR RMA HISTORICAL INFORMATION

President Wayne White has felt a need to capture the history of the Rocky Mountain Region and has asked Val Peterson to work on its development. Val reports that he has some good early and late information, but there are some serious holes in documented activities during the 1970's and mid 1980's. Information is needed for the following annual meetings:

1974	Northern Arizona University
1975	West Texas State University
1976	Colorado State University
1977	The Colorado College
1978	The University of Montana
1979	Arizona State University
1984	RMAPP / PCAPP, Las Vegas
1985	University of Utah

Members are asked to check their files to see if they can locate any information on the above meetings. Particularly helpful would be a printed annual report of the meeting. If you find anything that may be helpful, please contact Val Peterson at (602) 965-5245 or e-mail: valpeterson@asu.edu.

President's Message

(Continued from page 1)

- #1 **Vision** -- Leaders who can spark the imagination with a compelling vision of a worthwhile end, who can translate that vision to clear objectives, are the ones we follow.
- #2 **Ability to Work with People** -- What do leaders do, and how do they behave while working with and through people in pursuit of that vision or goal? Their follow-through, creativeness, evaluating current opportunities, influencing, encouraging, correcting, and listening are qualities a leader must possess to be effective.
- #3 **High Moral Character** -- Leaders have knowledge of their duty and a sense of honor in acting. Real leaders are honest and fair, not because of rules or regulations. They are ethical, open, and trustworthy. These basic traits cascade into other characteristics. A great leader also has a sense of humor. He can laugh at himself first.

- #4 **Self Confidence** -- Not arrogance or egotism, but the ability to be a risk taker. Leaders have the ability to take responsible risks. Risks that will result in rewards. Self confidence also allows leaders to support the advancement of others in the organization.

Leaders are not threatened by the success of others and are quick to heap praise on to those that succeed. In addition, a leader possesses the ability to discuss and critique where success is not present.

We wish each RMA member success and happiness in this coming year. You are all appreciated and make a significant difference in the success of the RMA organization.



STATE/PROVINCE REPORT

CANADA REPORT

By John Watson

The University of Alberta will be hosting the annual Western Canada University Physical Plant Administrator's meeting this upcoming June 3-5. The agenda is not quite finalized yet, but promises to give us an opportunity to discuss a number of current issues. Check the web site at venus.ucs.ualberta.ca/WCUPPA for links to accommodations, registration, and your related planning information. The WCUPPA gatherings are always incredibly productive in terms of the information shared and ideas developed, and yet they're always so casual that you don't even realize there's actually work going on.

Paul Juneau shared his story of the sudden closure of the University of Saskatchewan's Physical Education building. The building was a circa 1940's hangar style structure with a life expectancy of ten years when it was new. During the exam schedule in December of 1997, one of Paul's staff noticed what appeared to be the roof structure failing. A closer inspection confirmed exactly that, and the building was summarily evacuated and condemned by noon on a Friday. The faculty had a new temporary home by Monday, and by mid-January an older building had been donated and renovated for their permanent home. On Valentine's Day, the old hangar came down. Although Paul describes this as the most exciting series of events he's experienced in quite some time, it is not the first time they have had to condemn a building. Deans now fear his presence in their midst since he is rumored

to carry eviction notices, and is prepared to use them at any time. Seriously though, KUDOs to the entire U of S/Saskatoon crew for recognizing the problem, making the tough call, and then accommodating the needs of their University so thoroughly.

In an effort to stay on the topic theme for this edition, Vern Rogne (at the other U of S) describes their growing partnership with their Purchasing unit as being built on past mistakes. This intro may not sound as positive as the activities taking place. The basis now is "how can we make each others' lives simpler and contribute to your needs". The example provided is how the Purchasing staff now encourage departments to work with Physical Plant during all phases of major equipment acquisition.

When asked to comment on the topic of leadership, Vern described how their new Vice President of Administration is a breath of fresh air. David Barnard arrived on campus in mid 1997 and immediately impressed everyone with his style of broad general direction, hands off, and trust you to meet the objectives. David has been named to take on a new position effective this July 1998 . . . President.

At the University of Calgary, a number of us are enjoying a series of leadership workshops facilitated by Shirley Edey of Common Knowledge. The eight sessions are designed around building principles and plans, organizing work, guiding and encouraging people (including yourself), accessing and

CANADA REPORT

By John Watson (Continued)

interpreting information, facilitating communication, sustaining learning and innovation, mobilizing and managing resources. These workshops evolve around the interests and needs of the participants as each session progresses. The topics, case studies, and issues raised are linked with our own current workplace experiences and values. With each meeting the group opens up a bit more and takes a step closer to the ultimate goal of the series; to take risks and challenge one another. We look forward to each session and are already exploring ways to make this type of learning event a part of our everyday work.

WHEN NO NEWS IS IN FACT BIG NEWS I asked Wayne Stevens, at the University of Lethbridge, if he had any news to share with us for this newsletter. His answer, "I can't honestly think of a thing to say." I know there will be a pay back down the road, but this monumental event had to be part of this article. In all fairness, we had been talking for quite some time on other topics when he said this, and yet it's true. I know we were both overwhelmed with disbelief.

RMV

MONTANA REPORT



Bob Lashaway

Central Campus Purchasing

In Montana, we have recently experienced an attempt to simplify some bureaucratic systems. The area of purchasing rules and regulations is one that has seen some success. We are experiencing some increased de-centralization at the state level that we think will provide some increased flexibility at the local level.

In the past, MSU-Bozeman has been restricted to a delegated authority purchasing limit of \$25,000; however, that limit was recently changed to \$250,000, and MSU-Bozeman is now responsible for our three satellite campuses. This newly expanded authority includes all "controlled" commodities and non-construction services previously required to be purchased by the state central purchasing office. At the same time these changes were being considered, the Office of Facilities Services at MSU-Bozeman requested an increase in our own delegated authority limit from \$15,000 to \$25,000, to facilitate our own purchasing needs.

In addition to the increased limits, new "limited solicitation procedures" became effective in October, 1997. These new procedures remove the requirement for formal bids below \$15,000, and require only three documented telephone or fax quotes - mailed bids are still acceptable - and no bidder preferences are applied under the new procedure.

In addition, many other changes that should make doing business simpler have also been implemented. We are no longer required to use state vendor lists for bid/proposal solicitations; however, we are welcome to use the list whenever practical. Purchasing both new and used vehicles through the state is now optional - and we expect to be able to purchase used vehicles in accordance with used equipment guidelines. The State is also beginning to make new contracts "non-exclusive" or optional, so we can use them if they are more beneficial than purchasing elsewhere, but are not mandatory.

Purchasing of office supplies through our state Central Stores operation is now optional for all items. In addition, the state has a new non-exclusive contract with Corporate Express for office supplies, which provides access to thousands of products at discount prices. While ordering and billing will be handled through Central Stores, deliveries will be direct to us from Idaho Falls, bypassing Central Stores altogether.

We have also had a cumbersome process for disposing of equipment and property through a central property disposal operation at the state level, and we often received little or nothing from surplus property sales. Now we can dispose of surplus property at the local MSU level, which means we should be able to get rid of more useful equipment and receive the benefit and we can get rid of more junk instead of hiding it away and taking up otherwise useful space.

All of these changes appear to give us increased operating flexibility and we hope they will result in savings over the long haul!

RMV

WYOMING REPORT



Frank Fox

The University of Wyoming has both a Stores Warehouse (part of Physical Plant) and a Central Campus Purchasing Department. The Central Campus Purchasing Department primarily accepts specifications for material from departments on campus and purchases those items from individual vendors/suppliers through either the bid process or negotiations.

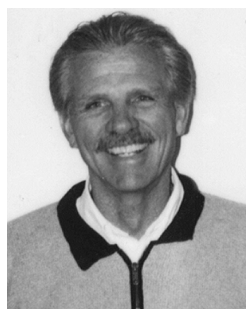
The Physical Plant operates a Stores Department to ensure the availability of maintenance supplies and components in a cost-effective manner. The city of Laramie is relatively isolated from major commercial and industrial centers which makes it difficult to get replacement components in a short time frame. Therefore, it is necessary to stock a relatively large number of parts for emergency availability. The size of the local community and the local political climate, however, make it essential that our Stores Department not compete with local merchants and contractors. For these reasons it is necessary to limit the sales of Stores merchandise as described below:

The Physical Plant Stores Department sells only to University departments. Sales are made utilizing University Interdepartmental Requests (I.D.R.'s), University Purchase Orders, or billed to Physical Plant Work Orders, Job Order or Physical Plant Departments. Stores cannot sell directly to individuals, including University employees or students for personal use. If students need to purchase materials for class projects they need to bring an I.D.R. and arrange for personal payment through their department.

As part of the local community, the Stores Department may; at the discretion of the Physical Plant Business Manager, Stores Area Supervisor, Associate Director, or Director, loan materials to a municipality or an entity within the local community in the case of a verifiable emergency. These materials must be replaced **in kind** (same brand, model, quantity, etc.) within a reasonable period of time. As many components in stock are available for critical situations within the University, Physical Plant Managers, the Physical Plant Business Manager, Stores Area Supervisor, Associate Director, or Director may also decide that an individual item or group of items are too critical to have out of stock. The Stores Department is critical for the success of the University of Wyoming's Physical Plant and also benefits the local community in emergency situations. **RMV**

UTAH REPORT

University of Utah



Brian Nielson

It is not very often that we have the opportunity to recognize one of our own who reaches the magic time of retirement. One such individual from the Utah APPA we would like to recognize is Gene Carlsen from the College of Eastern Utah. Gene has been involved in many aspects of plant maintenance over his career and represented APPA in several local positions. On December 4, 1997 the UAPPA group met for their quarterly meeting and surprised Gene

with sweet talk and gifts. Gene probably thought that would be the end of it, wrong!

I asked Gene at the Jackson Hole conference what he will do with so much time on his hands and such a lovely wife to spend it with. He indicated he would just have to start new projects at home and get involved in other things! His wife sitting nearby and listening to the "guy talk" interrupted the conversation and said: "Your welcome to get involved in new things but Monday through Friday between 8:00 a.m. and 5:00 p.m. is still going to be my time! I have not retired yet."

Before we send Gene on his way it seems appropriate to give him a top ten list of how you know it is time to retire.

- 1 -- You no longer need to punish, deceive or compromise yourself. Unless of course you want to stay employed.
- 2 -- Having control over yourself is nearly as good as having control over others.
- 3 -- In some cultures what you do would be considered normal.
- 4 -- You are willing to assume full responsibility for your actions, except the ones that are someone else's fault.
- 5 -- Whenever someone hurts you, you know forgiveness is cheaper than a lawsuit; but not nearly as gratifying.
- 6 -- Today you are willing to gladly share your experience and advice, for there are no sweeter words than "I told you so."
- 7 -- Over the years you have learned that criticism is not nearly as effective as sabotage.
- 8 -- With retirement you are now willing to make mistakes as long as someone else is willing to learn from them.
- 9 -- You have learned that the complete lack of evidence is the surest sign that conspiracy is working.
- 10 -- Last but not least learning the innermost secrets of those around you, they now reward you in many ways to keep quiet.

"Good Luck Gene & Janis"

Weber State University

Employee Recognition Programs

At Weber State University we value our employees as our greatest resource. Therefore we try and recognize and reward them accordingly. This recognition and reward system is available from the department, the division, and university levels.

The Physical Plant has an incentive award system where employees may receive cash for their ideas that are evaluated by a team. The department also published a great newsletter entitled *shop talk* with the single purpose in mind of recognizing our employees.

The Division offers a cash incentive program and a newsletter through the Quality Support Office.

The University published a newsletter where the accomplishments of employees are recognized. The University also provides a fantastic spring luncheon for employees being recognized for years of service and retirement.

UTAH REPORT *(Continued)*

Weber State University *(Continued)*

Use of off campus vendors for warehousing purposes

Weber state leases a 21,000 sq. ft. warehouse in Ogden. The initial need was to store cabinets, lockers and other items to be saved during the renovation of the Val Browning Center which is the Fine Arts building. It's strange how, once additional storage space becomes available, the large quantity and array of items that appear from no where suddenly need a home. Presently, several departments outside of the college of Fine Arts have some interesting articles stored there, including the Physical Plant. Where else would we store the school band wagon . . . it was so cold and lonesome sitting outside.

We've learned a few things about this pay-for-space issue. And that is; it needs to be controlled and avoided if possible.

Utah State University

Winter '98 Recycling Update

The new year is under way at USU Recycling and with it comes new challenges and opportunities. During the past few weeks the Recycling Center has hosted and given tours to various groups including the Physical Plant Craft Association and VOICE Ecology committee from ASUSU. Tours at the Recycling Center not only cover education and information but groups are also given first-hand experience recycling by getting the opportunity to work on the sort belt. Participants learn to separate various materials and can see and experience for themselves some of the problems encountered when the public is not careful in what items they leave at drop sites.

After a lapse of coverage for the past few months, recycling is now underway at single housing dorms again. Problems were encountered last year with the old system of providing recycling containers inside each level of the dorm units. It was found that some students were using the recycling containers as trash bins and creating fire, maintenance and safety problems. In a joint effort with USU Housing; a system that uses convenient roll-off dumpsters has been implemented. Students who wish to recycle can now find drop-off sites in selected parking lots of dorm building clusters. Initially four (4) roll-off containers have been built and placed. Plans are to add more containers each year to make the drop sites close and convenient to each individual building.

"Twice as nice" could be the term used to describe some of the recent changes in operations at the Recycling Center. As of January 1st, USU Recycling contracted with the Cache Employment and Training Center to become a training site for individuals with various handicaps. So, in addition to helping the environment, USU Recycling is also helping the community by serving as a training site for disadvantaged people in our community. So far the results have been better than expected. The workers have done a good job and seem to enjoy themselves as they participate in sorting and processing materials as well as performing some light cleaning duties at the Center.

Snow College

Recycle-gate

Snow College is a small two year college in south central Utah with a student population of 2,700 and a local community population of 3,500. Approximately two years ago, I attended a number of conferences dealing with many different aspects of recycling. I have always come away with the question, "Is it feasible for a small institution to recycle?" I think this is one question each institution or agency must resolve internally for themselves.

I felt that if we could get some community and college support, the chances for success would be greater. I first decided to talk with some members of the city council to see if they had any interest in recycling. Little did I know at the time the city was under a mandate from the county to keep the volume of refuse per day under a quota. Exceeding this quota would create a number of problems and cause tipping fees to sky rocket. So to say I was encouraged with a lot of enthusiasm from the city might be an understatement. The city agreed to fund over half the cost of a large down-stroke bailer, if a recycling center was placed on college property.

The next step was to survey local business owners and the college community. College students surveyed local business, college community professors and staff were e-mailed information with a requested reply and I spoke to college administration. In all cases the response was very positive.

As of February 1, 1998, the recycling center has been in operation for one year. Those things that have been recycled to date are 165,000 tons of cardboard, 20,000 lbs. of white paper, 10,000 lbs. of office pack, 33,000 lbs. of scrap metal and tons of grass, leaves and tree limbs.

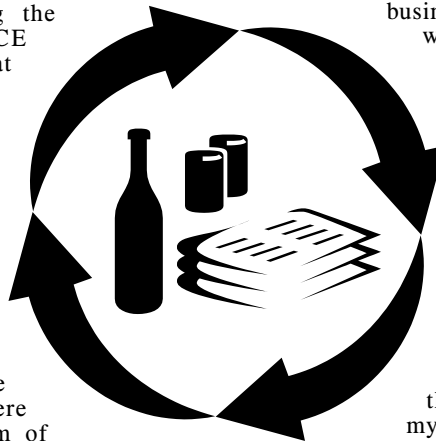
The recycling of cardboard, white paper, and office pack, essentially pay for the labor of four part time student employees that run the recycling program. Once again, I asked myself, "Is it feasible for a small institution?" Probably not, but it is more so as a join effort.

There are some definite positive pay backs besides the ecological value to the environment.

1. We have established a better relationship with the city. Since then we have worked jointly on a number of projects that have benefitted both of us.
2. The business community now feels the college is contributing back to the community rather than just asking for donations all the time.
3. Providing more job opportunities for students.
4. We are giving students a chance to be involved with operating at small business.

I'm not sure this makes a lot of dollars and sense, but I feel that sometimes, "It's the small things that can eventually make a big impact!"

RMV



COLORADO REPORT

University of Colorado at Boulder

Strategic Planning for Facilities Management in Colorado Institutions of Higher Education

by John Bruning

"We did it our way," says John Rea from the Auraria Higher Education Center. Auraria elected to forego expensive consultant fees and was able to obtain the services of Dick Clinefelter, Colorado Department of Corrections, who has extensive strategic planning experience in both the private and public sector.

Step one was training for Auraria's division managers and supervisors in the basic steps of strategic planning and how to facilitate the involvement of front-line employees into the subsequent steps of the process. A key element of Auraria's planning effort was to develop a work plan with specific assignments, milestones and completion dates.

Auraria's strategic planning steps are:

1. Identifying Your Stakeholders. Who are the internal and external customers, groups and individuals we effect or that effect us?
2. Identifying Key Issues/Problems. What are the issues and challenges facing the organization? What are the expectations of our customers and how will they evaluate us? These issues were then organized by affinity and importance into manageable groupings.
3. Developing Goals and Objectives. Over several meetings, Auraria's managers developed goals and objectives statements that addressed each of the issues identified in the affinity groupings. Writing the statements proved to be quite time consuming.
4. Developing Action Steps. Action steps were then attached to each objective independently by the front-line staff who were grouped by function e.g., Grounds, Custodial, Office Support, etc. Management then consolidated the steps into one plan, set priorities, due dates and implementation assignments.

Rea says that implementation of the plan is now underway. Auraria consciously is avoiding taking on too much too fast, as the process continues to be a learning experience.

The strategic planning framework at Colorado State University consists of five major goals, according to John Morris. These goals are:

1. Teaching and Advising
2. Research and Scholarship
3. Outreach
4. University Community
5. Physical and Financial Resources

These goals and related objectives help organize and guide the planning efforts for all CSU units. The goals also address critical challenges, university-wide issues and/or priorities requiring focused attention and refinement.

Facilities Management at CSU plays a critical role in the University's strategic planning process, particularly regarding the physical plant and capital development. Departments send Facilities Management their capital requests that are then

prioritized into capital development or controlled maintenance requests to the State. Facilities Management uses these prioritized capital and maintenance requests to develop and submit their annual base funding request for the M & O costs associated with these projects and facilities.

In addition, CSU identifies "Programs of Emphasis" which help focus their efforts and resource allocations. For FY 98/99 these focus areas include: improving campus appearance and function, increasing customer focus, creating a vibrant and challenging employee environment, implementing a new work order management system, and benchmarking costs and services. CSU recognizes the importance of strategic planning to remain competitive and to meet the changing needs of their customers. Morris says that they put a considerable effort into their strategic planning process.

At the University of Colorado at Boulder, Department of Facilities Management, we first scanned the University's environment and developed planning assumptions that were based on the University's Strategic Plan. Our planning assumptions included: improved efficiencies and increased productivity, a reallocation of our resources, context with enrollment management strategies, increased implementation of information technology, revenue enhancement and an aging/deteriorating physical plant.

We determined outside influences, which we could not control, that would have impact on our plan: economic, legislative, consumer and compliance factors. Internal factors were identified, such as capacity vs. capability technology in facilities management systems and procedures, performance measurements, reward systems and preparing our staff for the future.

In context with these university environmental factors, external and internal influences and planning assumptions, we then set our vision on what the campus and Facilities Management would look and feel like in the year 2000. This vision included a campus under construction, our open space and architecture, deferred maintenance, grounds, technology, diversity, customer satisfaction, our culture, management structure, resources, awards and recognition. For each of these vision components we attached performance measurements, current activities relating to the plan and new objectives required to achieve this vision.

We submitted this plan to the administration of the University with reference to former CU- Boulder President George Norlin's statement that the physical campus is the "outward frame of the University's soul" and the importance of the physical setting to, "enhance the morale and spirit of all who come and go from its halls."

In summary, strategic planning for facilities management in Colorado and the nation must be integrated and woven into the fabric of the overall University's or College's strategic planning effort. The physical plant is a major component in the delivery of education, enhancement of research activities and protection of the University's investment in its facilities. We will all come at the process of strategic planning differently, but the outcome should act as a meaningful guide for the allocation of our resources, determining our measurement systems and aligning Facilities Management with the institution's overall strategic plan.

COLORADO REPORT *(Continued)*

Special Note from John Morris at CSU

"On a side note, we are close to finishing the \$17 million addition and renovation to our Library. We have just recently opened a new addition and renovation to Rockwell Hall, the new home for our Business Department. We are also in the initial construction stage of a new addition and renovation to the Engineering Building. These projects have been in conjunction with our flood recovery program. Flood recovery and restoration efforts exceeding \$30 million, combined with an already successful capital funding year, have certainly kept our staff pushed to the limit. Once complete, we can take pride in our efforts, take a short breather and prepare for the next exciting challenge. As a result of the flood, we have learned more than we ever wanted to know about emergency preparedness and disaster recovery, but that is as complete story in itself! **RMV**

NEW MEXICO REPORT

University of New Mexico

By Don Mackel

The Physical Plant department at the University of New Mexico undertook a strategic planning project in the late summer of 1992. We had been asked to take a look at the department and answer two questions.

1. Were we organized the way we should be to fulfill our mission? and,
2. Were we funded the way we should be to fulfill our mission.

Consultant Rod Rose of the JCM Group, Los Angeles, California, was engaged to facilitate the process. More than fifty faculty and staff from the department and around the campus participated in the analysis and planning process. Task Focus Groups were utilized to look specifically at:

- ▶ Condition of Facilities and Grounds
- ▶ Cost and Availability of Utilities
- ▶ Regulatory Compliance
- ▶ Cost and Value of Products and Services
- ▶ Productivity
- ▶ Customer Service
- ▶ Procurement and Warehousing
- ▶ Management Information Systems

The Task Focus Groups concentrated on developing major institutional strategies and management strategies to establish priorities, goals, objectives and action plans. The establishment of KPI's (key performance indicators) served as the basis for evaluation and assessment. The planning document was completed in December of 1993.

Since then, we have used the strategic plan each year to evaluate progress and set goals for the up coming year's work. In the third year, we conducted a two-day retreat during which we briefly revisited the strategic plan to help reinvigorate our shared vision of what we, as stewards want the Physical Plant

department at the University of New Mexico to be. In the same year we also asked a task group to revisit the work done by the *customer service* planning group to assess how we were doing. The results of this effort were most useful in In December of 1997, (fifth year), we began a comprehensive progress review of each and every goal for the management and institutional strategies as well as more than 100 action plans. We have added a focus group to look at *Telecommunications and Alarms* which were overlooked in the utilities section during the original planning session of 1992-93.

We are inviting our facilitator back to help us analyze our accomplishments and help us identify the remaining high-pay-off opportunities and to refocus on those things we do well, so that we can consider alternative methods for those things we don't do so well.

In 1995, Rod Rose and I presented "STRATEGIC PLANNING -- A TOOL FOR IMPROVED FACILITIES MANAGEMENT" at the APPA annual meeting in Philadelphia and at the PCAPPA annual meeting in San Diego.

For us, the strategic planning tool has been an excellent way for us to keep focused on where we want to go with the department as we attempt to satisfy our stewardship at UNM. **RMV**

ARIZONA REPORT

Northern Arizona University

Grounds Readies for El Niño

In preparation for the predicted bad winter from El Niño, Grounds was given an additional \$300,000 in funds to purchase equipment, supplies and pay for overtime and additional staff. In addition, a Facility Services Snow Removal Plan was drawn up so we are better prepared when weather conditions get severe. The plan was developed from feedback and ideas from a number of campus groups.

The equipment Grounds presently uses is adequate for up to 12 inches of snow, but the new equipment will ensure they are prepared for heavier snowfalls. They will purchase three new Bobcats with plow and bucket attachments, a front-end loader, five tractor-drive snow blowers, a 4-wheel drive truck, a sidewalk cinder spreader, four truck plows, 25 radios and 50 snow shovels.

A number of supplies, such as ice melt, cinders and equipment fuel will also be purchased. Rich Bowen told the Lumberjack, "We're going to stockpile more than we ordinarily need, in anticipation of El Niño."

The extra staffing funds will help to improve response time. Rich Bowen is recruiting Facility Services employees who have heavy equipment experience or anyone who is just interested in helping with snow removal. Training will be given to any new people assisting with snow removal, as well as existing employees who just want a refresher.

Good communications are another important aspect to the snow removal plan. Production Services will become the control center to answer questions from students, faculty and staff and they will be the hub for all snow removal information, collection and dissemination activities and problem resolution.

ARIZONA REPORT *(Continued)*

USE OF HIGH TECH IN THE FACILITIES ORGANIZATION



**Martha
Weisenburger**

Due to previous technical difficulties encountered while publishing an earlier issue of *Rock Mountain Views*, the following article was not published with the other State Reports on the "Use of High Tech in the Facilities Organization." While this article does not speak directly to the Strategic Planning Process utilized at institutions in the State of Arizona, the processes referred to play a major role in the accomplishment of our Strategic Planning Initiatives.

In our never ending quest to work faster and more efficiently - in other words, doing as little as possible - we have managed to bring new technology into the workplace and into the field at an ever increasing rate. The majority of us enjoy the advantages of utilizing the latest computer software in our offices to produce professional reports, presentations and proposals, along with central computer programs which interface with departmental systems to track performance measures, help reduce the flow of paper throughout our institutions, and tell us where we should be at any given time of the day through centralized calendaring. But what about the worker in the field tasked with maintaining campus buildings, grounds and equipment?

In Arizona, our universities have implemented a number of high-tech programs and systems to assist our workforce in maintaining the campus. Computerized irrigation systems monitored and programmed from a centrally located PC utilize controllers strategically located on the campus which communicate with the central computer operated by the irrigation technician. From this central location, the technician can adjust irrigation time, water flow and zone control. A laptop computer interfaces with the system to allow adjustments in the field as needed. Weather stations located on campus are also utilized to track the humidity, temperature, wind speed and rainfall on a daily basis which assists the technician in calculating daily irrigation needs.

The Mechanical Shop uses vibration analysis using a hand-held data collector which plugs into monitoring points located on the machinery. Data is gathered on a monthly basis to predict machine failure probability by determining the condition of the machinery as it operates. This data is then downloaded to a PC for analysis graphing. According to one vendor, Arizona State University is the only university in the world that utilizes vibration technology for predictive maintenance.

In the Fleet Services area, a CD-ROM diagnostic aid is utilized to provide the latest technical service bulletins from the vehicle manufacturers' flat rate manuals and complete tech

manuals. A master tech scan tool interfaces with a PC to provide on-line vehicle repair information and diagnostics. A maintenance management program is utilized to track vehicle repairs, preventive maintenance and inventory of parts, supplies and vehicles. A computerized fuel system is also in place which allows fueling using a lockout card which allows data to be downloaded to a computerized billing system which also tracks fuel consumption for each vehicle.

Maintenance Stores/Campus Stores have bar coding technology to assist with billing and inventory tracking/reordering. Procurement cards are also issued to departments and act like credit cards to promote paperless transactions. Purchasing information interfaces with campus billing and financial systems.

The Carpentry Shop has a roof maintenance program which uses a nuclear non-destructive roof tester to determine the condition of the roof and the need for coatings and replacements. Roofs have been plotted, marked on a 10 foot square grid system and moisture readings have been taken and entered into a computer. The roof program software analyzes the data provided and generates a contour map to show the exact locations and degree of moisture on the roof systems. The life of the roof is extended by locating hidden moisture before extensive damage occurs.

This article was produced and written using artificial intelligence - no reflection on the author, of course. **RMV**

Editor's Note

Hello! I would like to introduce myself to fellow members of the Rocky Mountain Association. I have been a member of RMA since I arrived at Pima Community College in 1991. I am the Assistant Vice Chancellor for Administrative Services and Facilities at the College. Prior to working at Pima Community College I spent 22 years in the US Army with the Corps of Engineers.

I am really looking forward to being the editor of the Views and am grateful for the opportunity the Board has given me. I would like to ensure that the Views gives you what you want so please feel free to call, fax, e-mail or "snail" mail me with your ideas, suggestions, comments and articles. The State/Province contributors I am sure are also looking for articles and ideas for stories about the going-on in your state/province. My assistant, Esther Federico, has agreed to help me and she can be contacted at the same fax, phone or "snail" mail address. My address is Paul F. Smith, Pima Community College, 4905D E. Broadway, Tucson, AZ 85709-1400; my phone is: (520) 206-4758; my fax is (520) 206-4536; and my e-mail is psmith@pimacc.pima.edu. Esther's e-mail is eleon@pimacc.pima.edu. If you send an article, please copy to Esther.

Thanks for your support.

EVERYTHING YOU ALWAYS WANTED TO KNOW ABOUT CUSTOMER COMPLAINTS BUT WERE AFRAID TO ASK



H. Val Peterson

Do you know what's driving your customers up the wall? Let's be honest -- do you really care? Assuming the answer is yes, the best way to find out is to ask them.

That's exactly what the International Facilities Management Association (IFMA) did last June when it surveyed its members located in the United States and asked them to list their top 10 customer complaints.

Keep reading to see if any of these complaints sound familiar.

The No. 1 complaint: *It's too darn cold!* While I suppose that's a legitimate customer complaint, it always gives me some comfort when receiving such a complaint to know that the cooling system still works. This could, however, be an erroneous assumption since in the northern climes it could also mean that it's winter time and the heating system doesn't work.

It was noted that the No. 2 complaint had fallen from its 1991 position of No. 1 when the survey began. The complaint: *I'm too hot!* It is significant to note that the top two customer complaints are about the temperature. If they can't complain about the weather, then I suppose the next best thing is to complain about the temperature in their office. One must conclude from this complaint that one of two things has happened over the past six years. First, facilities managers have fixed their faulty heating systems, or secondly, the timing of the survey was slipped by approximately six months from winter to summer.

Complaint No. 3 was: *There are never enough conference rooms.* Obviously this response came from office building types since higher education would have substituted the word "class" for "conference." Another confirming fact that higher education does not dominate this survey is that the amount of "hot air" generated within most campus buildings would completely eliminate complaint No. 1.

No. 4 complaint: *The office wasn't clean.* I suppose most of us have heard that one before. While the complaint may be true, I look with disdain at those sneaky folks who hide dead cockroaches and spiders around their office to prove that the cleaning is deficient. It is truly embarrassing, however, when the dead critter is in plain sight and it disintegrates to dust prior to being sucked up by a long overdue vacuum cleaner.

The No. 5 complaint: *Not enough storage / filing space at the workstation.* Heck, that's not a deficiency, it's a management

strategy. Just as is true in the movie *Field of Dreams* which uses the phrase "if you build it, they will come," in the office the same truism would be "if you provide it (storage, that is) they will fill it."

Complaint No. 6: *Persistent computer problems.* I have this problem too. I have been persistent about getting one but it hasn't happened yet.

The No. 7 complaint: *The office was too stuffy.* The survey definitely erred on this one because it didn't clarify whether the complaint was about air quality or the attitude of the occupants.

The No. 8 complaint: *Never enough parking.* That one certainly hits home. Have you ever in your whole life heard of a campus that has enough parking? This must be one of those universal complaints. Heck, if I couldn't park right outside my office door I would complain too.

Complaint No. 9: *There's no privacy in the workstation/office.* Makes me wonder what folks are doing in their offices that they don't want others to see. It's probably disgusting stuff like picking their nose, scratching their butts, or making musical sounds with the old palm-under-the-armpit technique. I suppose those sounds could be air actuated too.

And finally, the No. 10 complaint: *The smokers outside the buildings were offensive.* I've always felt somewhat badly about smokers being evicted from the building and their having to adopt a version of the postal workers motto: neither rain, snow, sleet, nor dark of night will keep the smoker from his appointed grounds.

The survey did reveal some not-so-run-of-the-mill complaints as well, including the following:

- A skunk has the guard trapped in his car.
- The ice is not cold enough.
- Woodchuck using men's restroom.
- Fluorescent lighting draining personal energy.
- I'm allergic to the color green.
- Co-worker eats too loudly.
- The birds outside are acting crazy.

We might find ourselves chuckling about some of the more unusual complaints we receive and I'm sure each of us has our own favorite, but if we are to provide a quality working and learning environment we need to know where the problems are - from the customer's point of view.

By the way, I've been meaning to talk to you about that annoying habit you have of . . .

The ROCKY MOUNTAIN ASSOCIATION OF PHYSICAL PLANT ADMINISTRATORS OF UNIVERSITIES AND COLLEGES was organized in February of 1953 for the purpose of promoting the common interest in the planning, maintenance and operation of physical plants of Universities and Colleges in the Rocky Mountain Region: to foster a professional spirit among those engaged in this work; and to support and supplement the activities of its parent organization, the "Association of Higher Education Facilities Officers (APPA)." The Rocky Mountain Region encompasses the states of Arizona, Colorado, Montana, New Mexico, Utah, Wyoming, and in Canada the Provinces of Alberta and Saskatchewan and the Northwest Territories.

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FUTURE MEETINGS

1998 Annual Meeting	Prescott, Arizona	Yavapai College
1999 Annual Meeting	Albuquerque, New Mexico	University of New Mexico
2000 Annual Meeting	Salt Lake City, Utah	University of Utah