

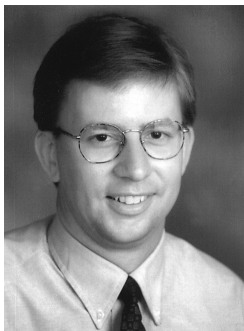
# ROCKY MOUNTAIN VIEWS



Rocky Mountain Association of Higher Education Facilities Officers

Fall 1998

## President's Message



**Charles Andersen**

Prescott, Arizona's Mile High City was the setting for the 46<sup>th</sup> Annual Educational Conference, held September 16-19, and hosted by Yavapai College's Facilities Management Department at the Prescott Resort. The theme for this year was "Searching for Gold." We realized that everyone and every institution have the opportunity to find gold in many places. Golden opportunities can be found in the people with whom we work. Education, training, development and caring are critical to finding the true gold in people. Gold potentially can be found in electrical deregulation, planning and sometimes in the facilities we build, maintain and operate. All it

takes is desire, leadership and creativity to find it. It was with this in mind, that the host committee selected discussion and presentation topics and even our activities and entertainment for the conference.

We started the conference Thursday by providing two great activities for the day. For the golf enthusiast we had the annual golf tournament at Antelope Hills Golf Course. As they say, "Drive for show and putt for gold." In the "Mile High City" of Prescott, golf is a year-round passion and at 5,300 feet elevation, the air is sweeter and the ball flies farther. The "yellow ball" tournament was a big hit again this year. It became very apparent as we tallied the scores who were driving for show and were putting for the gold. More than 70 participated and even if some of us had more opportunities to see more of the course than others beside just the fairways, all had a good time.

For those who preferred a more relaxing time we provided a tour to Sedona's majestic red rock country. Inspirational natural splendor, diverse recreation, and delightful southwest hospitality made this a place to experience. Among other delightful attractions, the pleasure of shopping is unique with a variety of art-filled plazas interspersed with one-of-a-kind collections. They also took a trip back in history to the old mining town of Jerome--perched high on Cleopatra Hill. The Jerome State Historic Park recounts the mining history so important to Arizona.

After the annual business meeting Thursday evening, it was time to get reacquainted with old and new friends, enjoy some great entertainment, food and ice cream and to interact with our wonderful sponsors. Our partners were very instrumental in making this a great conference. Their services and products were on display and interaction was encouraged throughout the conference.

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## Editor's Note

This year's regional conference was great. We hung our president and deputized the national president, Joe Spoonemore. I hope Joe watches out for the future as Wayne was once a rising star and now is just another tombstone in Prescott. Many thanks to Charles and his crew from Yavapai Community College for an outstanding conference. The next newsletter will have the scholarship application in it so please take the time to apply, nominate someone or encourage someone to apply. The completed scholarship applications should be mailed to Paul Smith, Pima Community College, 4905D E. Broadway, Tucson, AZ 85709-1400. The new year is almost upon us and then comes the much anticipated millennium. Everyone is talking, so I am sure, all of us in RMA are taking the necessary steps to ensure our facilities are Y2K compliant. The next Institute for Facilities Management is in Reno and I strongly encourage those of you who haven't been to start; it is a great course and feedback from those currently attending is that the new curriculum is even better than the old. One last thought -- this newsletter is only as good as the members want it to be and if the members contribute. Please contact your state/province representatives with your articles and news about your institution.

Have a great and safe holiday season!

Friday, September 18, attendees had two opportunities to go searching for more gold in the morning. Either they went to the Electrical Deregulation Panel Discussion. Panel members included Alene Bentley from PacifiCorp, Vicki G. Sandler from APS, Scott A. Gutting from Energy Strategies, Inc. and John C. Tysseling, E<sup>3</sup>C, Inc. Or they went to listen to Dr. James H. Davis from the University of Notre Dame. Dr. Davis lead a discussion on Becoming More Relevant or Transformational Management and How to Manage Change Effectively. Three more sessions were provided Friday afternoon on Optimizing the Operation of Central Chilled Water Production and Distribution Systems by William I. Nelson from GLHN; another in which Jan Plank presented ME, Inc., the last in which Robert King and Mark Davidson from Sunrise Engineering presented Geographic Information System Advantages to University and College Campuses. Many of our sponsors also provided Optional Technical Sessions Friday afternoon. Friday after dinner, we invited conference attendees to the Arizona Jamboree, a wonderful variety show, where all attending had a great time. Especially Val Peterson from Arizona State University.

Saturday's program was equally challenging and enlightening. There was an all day session on Expanding Emergency Response and Disaster Recovery Plans to Address Institution-Wide Business and Service Continuity Issues by Pat Moore from Strohl Systems. There were also other sessions, Project Specific Web Sites by Ward Simpson from 3D/International, Landscape Water Management and Environmental Water Technologies by Christopher A. Larson from Xeris Companies, Master Planning by Dave Kenyon and John Jennings from Kenyon Architectural Group and Defining and Evaluating Facilities Performance by Manuel Marti from Facilities Planning and Research.

The goal of this year's conference committee was to make sure that there were plenty of opportunities to search for gold. Great educational opportunities, good food, good entertainment, and a beautiful setting and a region full of wonderful people helped us to achieve this goal. Thanks to all participants for a wonderful conference.



## Past President's Message



**Wayne White**

I want to express to you all my appreciation for this past year as your RMA President. I value and cherish my friendship and associations I have had with each of you. You have added greatly to my life and to my family.

Linda and I really enjoyed our conference in Prescott. Thanks to Charles and crew for a wonderful time. I am pleased with the progress we made last year with more involvement by our vice-president's in setting direction and leadership to RMA. Charles, Harvey and Craig did a great job in following up and setting standards for RMA to follow. I feel we are in the right direction.

Congratulations to the following who received a scholarship to APPA Facilities Management. Mark Rhoades from the University of Colorado at Boulder, Que Collard from the University of Utah, Wanita Kirkman from the University of New Mexico, and Michael Moeller from Casper College. Also congratulations to Polly Pinney from Arizona State University and Jeff Rose from Yavapai College for being successful in receiving a scholarship to the Professional Leadership Skills Academy. May I encourage all RMA members to consider submitting an application for scholarship for our board to consider. This is a great opportunity to further your education in APPA at reduced costs to your Institutions.

I would like to thank our sponsors who have supported RMA the last several years, especially those who have attended the last two conferences and helped make our RMA conferences a huge success. Your support is really appreciated and valued! Thanks for all you do for RMA.

I hope everyone in RMA will plan now to attend our Regional Conference in New Mexico in October 1999. Harvey and crew are putting together a great time for all.

May I express sadness at this time in the passing of our dear friend and associate Lee Newman. Lee and Joan were truly RMA'ers. They always enjoyed our conferences and were always so willing to help in any way. We say so long to you, our friend, "Falling Water", and to Joan we pledge our support and help at any time. Our prayers are with you.

Thanks to all.



## STATE/PROVINCE REPORT

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### CANADA REPORT

By John Watson

Views from Alberta and Saskatchewan indicate that our respective governments have begun realizing the extent of deferred maintenance values. Both provinces sponsored consulting efforts in recent years to initiate the creation of short term funding structures for infrastructure renewal.

Preparedness to support this study varied across our institutions. Typically, the large campus management environment meant that a verified database already existed while small colleges may have found themselves scrambling to present valid information. The common systematic approaches combine:

- in house trades conducting/updating building component, systems, and equipment inventories with life cycle relevance.
- contracted surveys for more thorough understanding of potential weaknesses in critical areas (e.g. elevators, roof systems, exterior facades).
- life safety audits to assess code compliance issues and priorities.
- engineering studies of distribution systems efficiencies.
- validating/updating present replacement values.

Even with the benefit of a cursory audit, more detailed first time audit experiences have required at least six months to undertake. Institutions in our area maintain these databases with a combination of ongoing and/or cyclical updates. Supplementary studies for new technology, campus growth, academic and research programs make integration of this audit information a planning necessity for maximum advantage.

Prioritizing the replacement and renewal program comes with its own intriguing Catch 22's, usually tied to operating dollars or re-balancing the long term life cycle peaks and valleys. True, the fire safety system does not meet codes and yet once upgraded, its regulated testing and maintenance program sucks resources from other important areas. Thus, the critical decision making matrix is born to mitigate and render manageable form from otherwise overwhelming scenarios.

In our areas, the audits may not have all been presented with equal definition but they were a good province(s) wide tool for presenting our accumulating case. We now know that in Alberta, for example, the province wide post secondary institution's deferred maintenance value totals approximately 10% of the replacement value. Funding in both provinces equates to roughly  $1.5\% \pm$  of PRV per institution, which is welcome support even though somewhat inadequate and for an uncertain duration. Internally driven matching, blending, and reserve funds strategies are developing.

A compliment of sorts is nearing the horizon as other parts of our institutional communities adopt our methods and terminology to realize their renewal needs.

Not too far down the road, we can expect the government to consult us on how to guide the audit of the facilities audit in an ongoing fashion. Yet another shining opportunity for us to discuss amongst our peers a form for managing these issues.



### MONTANA REPORT



**Bob Lashaway**

Both Montana State University and the University of Montana have been performing facilities audits, based on two different systems, since the early 1990's. The 1995, university system consolidation, which brought the separate four-year colleges and the two-year vo-tech schools under the parentage of the two universities, provided the necessity and the opportunity to develop a single, unified system-wide approach to doing facilities audits. At the same time, the legislature showed interest in expanding the university system audit system to cover other state agencies that are responsible for facilities, such as corrections, institutions, the capitol complex, the Highway Dept., etc., so we worked together with those agencies to include them in the development of the package.

Since the two universities have more expertise and human resources devoted to facilities management, MSU and UM took the lead in developing the PC-based software and the training materials for the job. UM personnel did the computer work and MSU developed and executed the training. In addition to assisting the other state agencies in their start up inspections, the two universities also performed facilities audits on their respective newly associated smaller campuses. Currently, the university system audit is complete and the other state agencies are in various stages of the audit.

Referred to as the Facilities Condition Inventory (FCI) the facilities audit itself is based closely on the APPA/Harvey Kaiser model. We evaluate the condition of our institution's major (academic) physical assets on a three year recurring basis. At MSU-Bozeman we are now in our third cycle of inspections. We use the FCI as a budget tool to solicit badly needed maintenance funding by identifying our deferred maintenance backlog, to forecast long term resource needs, and to prioritize areas of greatest need. We use the FCI as an

operational tool to identify and prioritize maintenance projects, to facilitate more efficient use of available resources and to record improvement at the plant level. In short, we use the information developed through the FCI to manage our deferred maintenance backlog.

At MSU-Bozeman, we have 36 major academic buildings that are assessed through the FCI and we do one inspection each month. Our inspection occurs faithfully on the second Wednesday of each month. Our all-in-house inspection team consists of our Manager of Campus Maintenance, mechanical/electrical engineer, architect, carpentry foreman, plumbing foreman, electrician foreman and the heat maintenance supervisor. The team is supplemented by the pertinent building supervisor, and additional information is collected from the custodial crew and the campus ADA advisor. The maintenance manager, architect and engineer rotate as team captain for each inspection. Notices to team members and building occupants have been automated.

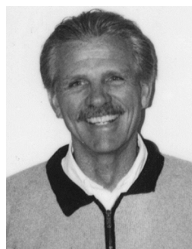
Each inspection systematically assesses eleven (11) building systems such as floor systems, roof systems, finishes, etc.; and multiple components per system, such as wall finishes, floor finishes, structure, ceiling finishes, etc. The FCI generates renewal costs, based on square footage data linked to Means, the building category, and the percentage of component deficiency. The numbers generated by the systems are meant to provide relative renewal cost comparison data, but not specific maintenance project cost estimates. The FCI also produces a facility deficiency ratio which relates the overall deferred maintenance as a percentage of estimated current replacement cost. Deficiencies are prioritized according to the following standard categories: (1) Safety; (2) Damage/Wear out; (3) Codes/Standards; (4) Environmental; (5) Energy Conservation; (6) Aesthetics.

At last estimate, it looks like we are accomplishing the above program for a cost of approximately 1.8 - 2.0 cents per square foot with our in-house forces. Each inspection takes approximately four (4) team hours, although the first few buildings in the first cycle of inspections took about six (6) hours average.

The FCI in Montana, has given us good, useful information about the condition and projected costs of our facilities and allowed us to perform our stewardship role more professionally and more consistently.



## UTAH REPORT



**Brian Nielsen**

In 1997, the University of Utah began exploring ways to increase energy efficiency through building retrofits. It was determined that the use of an energy service company would be the most advantageous way to achieve our goal. By working closely with representatives for the State Office of Energy Services and Department of Facilities Construction and Management, as well as a broad representation from the campus, an RFQ was prepared in order to develop a short-list of ESCOs. An RFP was then published and an ESCO was selected.

The first step in this building retrofit process is the energy audit. The energy audit, or comprehensive energy analysis, fully evaluates all potential energy and water conservation measures. The ESCO prepares a detailed site study, building computer simulation, report itemizing annual savings, and cost to implement.

For the University's project, the ESCO needed to audit six buildings. One week was spent going through three of the buildings assessing all energy related items and systems. This included lighting fixtures, water systems, windows, roofing, the energy management control system, and variable frequency drives, to name a few. The audit team then went back to their corporate office to perform the modeling necessary to identify energy conservation measures (ECMs). After one week performing the modeling, they returned to complete the audit of the remaining three buildings. Because more adequate information was provided on these buildings, such as utility history and complete inventory and maintenance history, they were able to complete this phase in two days. After performing the required modeling, they turned their focus to receiving bids on potential retrofit work. Without this pricing information, they would be unable to generate a pro forma identifying project costs and ultimate savings.

Once the modeling had been completed, a baseline for each utility in each building was presented to the University for review. The baseline carries significant importance in the process since it will be used to calculate energy savings. Following acceptance of the baseline, potential energy conservation measures (ECM) were presented for selection. With selection of these ECMs, the ESCO prepares a pro forma identifying project costs, annual payments, monitoring and verification (M & V) costs, energy savings, and cash flow.

After contracts have been signed and implementation of the selected ECMs is complete, the final phase of the process begins. This phase, M & V, is essentially a continual audit of mechanical operations to ensure the highest level of efficiency



may be maintained. Every ESCO, and every project, may require different monitoring methods. Often, when savings have been guaranteed by the ESCO, they will require a minimum number of years for M & V. If M & V is continued through the duration of the contract, they may be able to guarantee additional savings that exceed the cost of the M & V for that period.

While this initial project for the University of Utah is still in the early stages, the experience has been very positive to this point. Many other universities, as well as other types of organizations, have benefitted from this process. For additional information on the ESCO process, you may wish to contact the National Association of Energy Service Companies (NAESCO) at (202) 822-0950. Or visit their web site at [www.naesco.org](http://www.naesco.org).

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Dixie College is audited annually by the Utah Board of Regents. The physical plant has been audited annually for fuel and vehicle usage, by mileage, persons driving (departments) and amount of chargebacks. We maintain accurate record keeping on Excel programs that we have developed in the plant operations office and were able to give the auditors all information in a timely manner.

They also audit our department's petty cash insuring accuracy and fund balances. The auditors come unannounced and count the monies on the spot and ask questions as they see necessary. We require signatures on a form with the name of persons taking petty cash, amount of cash given and what it is to be used for. They return the sales slip and refund any money left over. The immediate supervisor has to sign slip and put the appropriate account number on the sales slip. We now audit our department petty cash once or twice a month to make sure everything is balanced correctly with all signatures and account numbers.

The Business department is assisting by spot checking all of our open purchase orders. Auditing and spot checking is beneficial to the plant operations as it points out problems quickly and suggests ways to be more accurate. With the business department suggestions our department is now putting more information (such as what type of machinery the part is needed for or what the part was to be used for) on the tickets as we pick up additional items from all open purchase orders.

**RMV**



## Colorado Report By John Bruning

Facilities audits are an integral element of the capital renewal and deferred maintenance process in Colorado institutions of higher education. For all state-funded colleges and universities, a facilities audit is the process by which each institution's "controlled" maintenance requests are planned and prioritized.

Each year, the Colorado State Buildings Program (SBP) director, Larry Friedberg, takes forward the controlled maintenance requests to the Capital Development committee (CDC) of the Colorado legislature. As the State Buildings Program and CDC must be assured that the requests reflect the highest priorities of the state and the institutions progressive facilities audits are required to validate and rank the requests.

SBP now requires that each institution develop a five year controlled maintenance plan based on the findings of the audit and coordinated with each institutions capital development plan.

Colorado State University, guided by campus architect Tommy Moss, has been at the leading edge of the facilities audit process among Colorado institutions. CSU has adapted the APPA Facilities Audit Process to their particular situation and are now continuing to update their initial audit findings. The facilities audit at CSU is also tied to the various college accreditation processes.

Beyond their own efforts, CSU has influenced other Colorado facilities audit efforts. Al Magee, Physical Plant Services (PPS) Director at Fort Lewis College in Durango reports, "Audits for both the General Fund and Auxiliary Fund Facilities were completed in 1997. We received much support from Tommy Moss at CSU in developing our program. Most of the actual inspection work was accomplished by PPS staff. A consultant accomplished building code studies and/or classification for all buildings for which we didn't have current information on file. The consultants also managed the publishing of the reports for us. The effort was significant and took well over a year. It consumed most of our available planning time during that period."

"Fortunately, we completed the audit task before the major construction program that we are now managing began. Our next task will be to update the audits to reflect changes that have occurred. Fortunately, the State Buildings Program has been able to obtain significant funding to address immediate problems with the general fund facilities. Some, but relatively marginal, process has been made in addressing problems with auxiliary fund facilities."

Private colleges in Colorado are also initiating facilities audits. Gary Reynolds, Facilities Director at Colorado College in Colorado Springs reports "we are about to embark on a

facilities audit here at Colorado College. We will be auditing about 800,000 GSF of our E & G buildings. If this phase goes well, we will consider extending the audit program to Residence Life Facilities. The items we are including in our audit are accessibility, fire safety issues such as alarms, sprinklers, exiting and other code issues such as plumbing, electrical, etc. We will be doing condition assessments on the building envelope, interior architecture elements, HVAC, plumbing, fire protection, lighting, power distribution, and structure issues on a selective basis. We have developed a priority rating system and the results will be delivered in a relational database. We will be able to sort by building, priority, system, cost or any other combination of the data. Part of the cost includes loading the data on our system and training for our staff on it's use. We will be starting this November and hope to have priority one issues identified and estimated in time to input into our repair and renovation process in February, with the rest of the project completed by April."

At the University of Colorado at Boulder, we have audited 2/3 of our state funded facilities and have projected our campus' deferred maintenance backlog at \$100 million. Frankly, we have struggled with our audit efforts as we have done all the inspections in house. What we have learned from this experience is that the audit inspections must be a focus of the planned/scheduled work rather than extraordinary. There has been a variable commitment from those involved and a variable ability to estimate the cost of the deficiencies. Based on these early results, we are currently reassessing our audit process and procedures. It is likely that we will contract more of the audit in the future, as our internal capacity/ability may not be adequate on a continuing basis.

A comprehensive facilities audit process is the foundation for a strong capital renewal and deferred maintenance program plan. **RMV**

## New Mexico Report by Harvey Chase

Much has been written about facility condition surveys and how to document the size and scope of your deferred maintenance backlog. Our friend and mentor Harvey Kaiser has written volumes on the subject. And, he has provided us with process outlines and detailed work sheets. Despite all the "how to's", the task looks daunting to those who haven't begun or can't figure out how to muster the resources to begin. To the uninitiated, the project looks like breeding elephants. Everything appears to take place at a high level, it requires a lot of trumpeting and bellowing, and you have to wait two years to get any results.

At the University of New Mexico we were plodding along the road to a full facility audit until we came to the realization that:

1. Our repeated yearly attempts to garner more state funds

for deferred maintenance weren't bearing fruit. We were offering only anecdotes about broken water pipes and heat. The audit was the key to illustrating that we were losing ground in the battle against plant deterioration.

2. We needed to produce some facility audit results that would convince our regents, and state legislators that we needed a higher allocation for facility and infrastructure renewal.
3. We needed the data and a hard hitting financial presentation within 60 days. (We targeted an upcoming seminar sponsored by the State Commission on Higher Education as the forum to begin our lobbying effort.)

There is nothing like a short deadline to focus one's attention. And the sixty day challenge was the prod we needed to force us to regroup and streamline our audit activities. We defined our immediate goal as the creation of a reasonably accurate estimate of the total value of our Capital Renewal and Deferred Maintenance backlog. In addition, we needed a method for predicting the future growth of the backlog if the University and the State did not improve CRDM funding. We also needed a vehicle to translate our backlog data into something graphic that would grab the attention of seasoned politicians faster than a recall petition. We found what we needed at the University of Colorado, but more about that later.

Our first objective was to accelerate the audit process. We reexamined our survey techniques and processes and came to several surprising conclusions:

1. If we significantly reduced the intensity of our building inspections, we could produce condition reports that were nearly as accurate in 1/4th the time (e.g., three inspectors, two hours in a 100,000 square foot building recording trends and general conditions vs. five inspectors, seven to eight hours documenting leaks, loose door knobs and the location of chipped paint.)
2. If we integrated standard system wear-out profiles (similar to the Stanford Technique) we could further accelerate our building system evaluations.
3. We could integrate R.S. Means unit construction cost data into our building survey spreadsheet and move quickly through the cost "takeoff" process.
4. If we filtered our findings through a review sieve that compared new estimates to actual unit costs on recent construction projects, we could eliminate gross errors.

Based on these new assumptions, we made two important changes, first we redesigned our inspection team (one architect to check interior surfaces, exterior envelope and roofing, one mechanical engineer to check plumbing, HVAC and special systems, and one electrical engineer for condition of primary and secondary distribution. We also relied more heavily on the zone maintenance manager's assessment rather than detailed visual inspection to determine the extent of building system deterioration. Second, we redesigned our cost calculation spread sheet. (See figure 1) The new spreadsheet incorporated R.S. Means "construction cost, per building sub-system" data (columns 1 and 2) with locally estimated demolition and installation adjustments. These adjustment factors yielded an "adj. cost per sq. ft.". The adjusted cost

reflected the added cost of tearing out an old system and installing new (including associated architectural repairs). Column 6 is the "deficiency percentage" gathered from our building survey. The deficiency percentage multiplied by the adjusted cost per square foot and again multiplied by total square feet yields the system renewal cost.

In order to meet our deadline we further streamlined our survey scope and audited only 25% of our I & G space. The sample (13 buildings) was constructed to represent all the various classes of construction (academic presentation, laboratory, administration, etc.) And to mirror the university's average facility age. When complete, we extrapolated our findings to arrive at an estimated CRDM figure for the whole campus.

Without digressing into a discussion of sample size, confidence level and statistical significance, the 25% survey provided enough validity to be credible to the audiences we had targeted; the Regents, the State Commission of Higher education and particularly the State Legislative Finance Committee. Our survey results suggested that the backlog at UNM was approximately \$200 million. We further speculated that the statewide backlog was probably \$560 million if conditions at the state's other campuses matched our own.

Our next step was to find a presentation vehicle that would truly capture the interest and support of the decision makers. We noted that the University of Colorado's V.P. for Business and Finance (and former Plant Director), Paul Tabolt, had great success in selling his CRDM program. He used a computer based graphic presentation of a NACUBO predictive funding model. The model and its supporting software are easily adaptable to any campus funding/CRDM situation. One merely has to enter the estimated total backlog, the anticipated annual CRDM funding and locally derived estimates on the construction cost index, inflation rate and extent of scope-growth in long-deferred projects. The software produces visually dramatic, graphic plots which show where your backlog will be in ten years if funding levels don't improve (see figure 2). We used Paul Tabolt's and John Brunning's Colorado software package very effectively at our April seminar. Then we took the show on the road, making presentations to our Board of Regents, the Commission on Higher Education, and the Legislative Finance Committee. In all our presentations, we were careful to explain that our findings were an extrapolation of a sample survey. We also cautioned that a more detailed statewide survey was recommended to validate our findings. To further soft pedal our findings we showed a range of outcomes, including a prediction of future backlogs assuming that our sample survey exaggerated the current backlog by 100%! Even this extremely conservative set of assumptions produced a recommended ten year funding profile that was four times as high as the state was currently providing! By openly suggesting that our findings were a projection based on an extrapolation based on a mathematical model, the accuracy of our survey was never questioned. And, we did succeed in

alerting decision makers that a significant problem existed.

In summary, the facility audit process is probably more like breeding rabbits than elephants. If you combine sound, defensible assumptions, and a sample that accurately represents your building population, you can create credible data that will quickly multiply your chances of improving your CRDM funding. But, knowing the backlog is only half the battle, presentation is the critical step. The Colorado refinement of the NACUBO mathematical model gives you the vehicle to drive home the point that frustrates most of us. We aren't getting enough state or institutional funding to prevent our campus facilities from declining. But don't give up! The tools are available to you if you want to reverse the slide toward shabby facilities and institutional decline. (Figures 1 and 2 are on page 10)

RMV

## Arizona Report



Martha Weisenburger

Let's face it, there's nothing glamorous, interesting or exciting about facilities audits. For me, the very idea of building inspections falls in the same category as death, taxes and root canal. Training in this category should be classified as hazardous to your health due to the risk of "No-Doze" overdose. But, the key to a true self-motivator is to find the challenge in the task and quit whining!

A state law was enacted in Arizona in 1986, which required all facilities to be inspected for condition, maintenance and utilization every three years, and a report of findings submitted to the legislature. A formula based on building age and replacement value was developed for providing an annual appropriation of building renewal funds to upgrade facilities to extend their useful life.

Since the enactment of the legislation, Arizona State University, Northern Arizona University and the University of Arizona have worked together to develop a methodology and audit procedures whereby data generated on deferred maintenance and building renewal would be comparable from institution to institution. Thus, the Facilities Condition Survey was implemented.

Here's the way it works. The universities divide the number of buildings into thirds and conduct building surveys each year. By the end of the three-year cycle surveys should have been completed for each building. In the past, the universities organized in-house survey teams to conduct the building audit. Periodic joint training sessions for teams are scheduled to ensure comparable audits between campuses. This year, for the first time ever, building renewal was funded at 100% of the formula calculation.

While facilities audits aren't fun, they are important. RMV

## ACTING UP



**H. Val Peterson**

Some folks have aspirations to perform in public with their talents expressed in the form of song or dance. Others delight in participating in the make-believe of stage or screen. Me-I would much rather just be sitting in the audience.

Such was the case at this year's RMA Annual Meeting in Prescott, Arizona. There I was sitting with my wife in the third row, minding my own business and enjoying the musical variety show entitled *Arizona Jamboree*. Partway through the performance, my contentment was shattered when the lead female vocalist by the name of Patti Bell came off stage and down the aisle looking for a volunteer. Years of conscientious training have conditioned me to never volunteer for anything. Especially when solicited by an attractive female in revealing attire. Though I did my best to look distracted and not make eye contact, Patti stopped at my row, grabbed my hand and said, "I've found my volunteer, follow me." Not wishing to create a scene, I meekly followed her to the stage. She must have sensed my reluctance, however, because she never loosened her vice-like grip on my hand.

I was led to center stage and invited to sit on a small stool that conveniently appeared. With the glare of the spotlight in my eyes, it was impossible to see the audience, which seemed to disappear into a black abyss beyond the stage. One would hardly know that anyone was there except for the chortles, snickers and hoots of anticipation emanating from the darkness. I was reminded of the old theatrical saying, "... the smell of the greasepaint, the roar of the crowd." Or perhaps in that setting, it might more appropriately have been, "... the roar of the greasepaint, the smell of the crowd!"

Anyway, there I was sitting on stage with Miss Patti who was rubbing her silk-gloved hand through my hair and asking me how I felt. As I thought about it, I noticed the place seemed to be getting quite warm. Maybe it was from being put on display in full view of the audience. Maybe it was the heat from the lights. More likely, it was the heat from Patti's body, which was pressed firmly against my back.

It was about this time that I made a questionable decision. I determined to make the best of a bad situation and play along with whatever Patti asked of me. At least up to a point. About this time, she started to sing a soothing and romantic song while at the same time turning up the speed control on the hair-teasing hand. In retrospect, I must admit that the tranquil lyrics and the gentle stroking of my hair combined to make the experience quite enjoyable. And all the while my wife was sitting somewhere out in the black abyss feeling mortified that I had been chosen to be the "goat" and irritated that I seemed to be enjoying myself far too much.

The song went on as did the mussing of my hair and I succumbed to the mood of the moment and gently laid my head on Patti's ample breast. With closed eyes and the song ringing in my ears, I was conscious of renewed vigor in the

caressing of my hair. I supposed that Patti was really getting into her routine. She even inquired once again about how I was doing. In answer to my response that things were "really heating up" she replied that I didn't realize how warm it might get. About this time it seemed to me that Patti's voice was drifting away. I cautiously opened one eye and to my utter amazement, there was Patti standing about ten feet away, still belting out her song. And my hair continued to be energetically massaged by someone yet to be identified.

Members of the audience have since told me that about this time "the look" overspread my countenance. This look, I fear, was my "I've been had look" as I realized the setup was coming off precisely as the perpetrators had planned. I really didn't want to know who was vigorously running their fingers through my hair. But, I knew it wasn't good news for me based upon the verbal feedback I was receiving from the audience.

It was at this point that I finally garnered enough courage to determine the source of my present scalp massage. I turned to look and to my horror, I was staring into the grinning face of the wild and crazy comic who did the audience warm-up routine. Then to my total mortification, he planted a juicy kiss on my cheek. Now it's bad enough to feel your own whiskers on your face, but the feel of another man's whiskers is infinitely worse. He yanked me to my feet and whispered "please play along - let's dance" and we did a jig around the stage. The dancing didn't go well at all because both of us being male, tried to lead.

Well, the routine mercifully came to an end, Patti stopped singing and the comic stopped dancing. I was left feeling totally exploited and my hair thoroughly mussed. The spectacle, however, had really warmed-up the audience. Patti delivered her "you were a great sport" speech, gave me a gift certificate to a local eatery, and sent me with "tail between the legs" back to my seat. I had difficulty finding my seat since the key was finding the empty seat next to my wife and she had already fled the theater in embarrassment.

Now that the experience is behind me, I have tried to determine if there were any redeeming social outcomes. I suppose I did gain some wisdom from the experience and these gems of wisdom can be categorized as lessons learned. These lessons were:

- Never sit near the front of the theatre at live performances;
- Recognize that the only fun to be realized from an individual impromptu performance will be by the audience;
- When called upon to make a fool of yourself, don't hold back - do it up right;
- Be wary of female strangers who display a show of affection in public; and,
- Never trust a man with a silk-gloved hand.

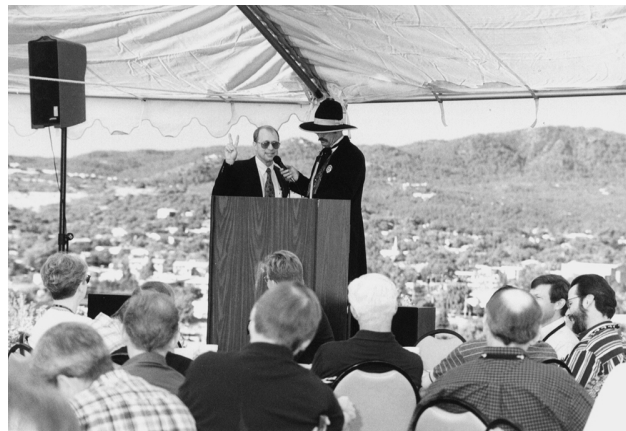
And so ends my brief stage career. Thank goodness!



# 46<sup>th</sup> Annual Educational Conference "Searching for Gold"



*Not all play -- Dr. Jim Davis from University of Notre Dame gives advice on how to manage change effectively.*



*President Joe being sworn in as a deputy Marshall for the Cataract Creek crew.*



*Pete, as past president of APPA brings us up-to-date in the great Arizona sunshine.*



*Wayne White being strung up -- surely this is not the new standard for the RMA President. Your turn next year Charles!*



*Part of the Cataract Creek Gang -- Our entertainment for the Conference -- a real "Wild Bunch".*



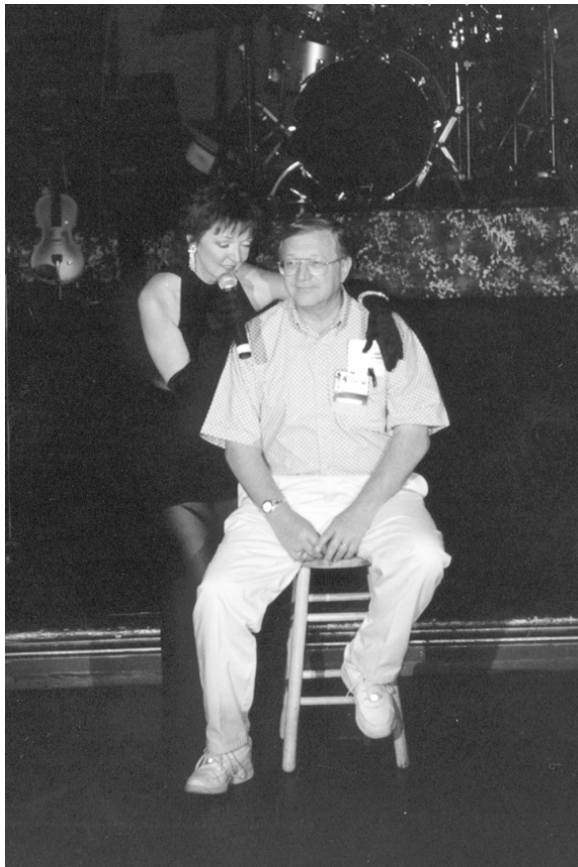
*Jesse Hernandez with two of the better looking members of the Cataract Creek Gang -- while the mouse is away ....?*



*Bill Nelson, GLHN, sponsored a hospitality suite and Jim Kelley really appreciated it!*



*It is lucky for Jim that his day job is in the facilities business.*



*Val was part of our entertainment at the Arizona Jamboree -- Those Sun Devils have all the luck!*



*The RMA conference attendees and entertainment -- A great "gang".*

**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**

1999 Annual Meeting	Albuquerque, New Mexico	University of New Mexico
2000 Annual Meeting	Salt Lake City, Utah	University of Utah
2001 Annual Meeting	Tucson, AZ	Pima Community College