

# ROCKY MOUNTAIN VIEWS



Rocky Mountain Association of Higher Education Facilities Officers

Winter 2001

## President's Message



**Craig Bohn**

Several years ago, I had the opportunity to listen to a speaker who talked about how before we can have a world that is fit to live in, we first must have a self worth living with. He encouraged each of those attending to tune into having a self that was worth living with and not worry about all those things that are going on in the world that we really can't have any

impact on. If, from time to time, we take a look at ourselves and see how we can get just a little bit better that will be the difference between our success and mediocrity.

He went on to talk about how people who want to achieve this success believe they must take giant steps to become successful or achieve a position. He determined that the difference from where we are now and where we want to be isn't as big as we might think it is. It's just a little bit, but we have to be willing to do the little things everyday and take advantage of opportunities available to us.

RMA and APPA provides just such opportunities through educational conferences, training, literature and networking with our peers. We just have to be willing to take advantage of these opportunities to help achieve our success.

It is my hope that throughout this coming year we will take advantage of these opportunities - for those who are not members of RMA to join, for each of us to participate in the educational conferences, volunteer to serve and participate on RMA committees, and take advantage of the networking with our peers. Scholarships are available for the upcoming Institute for Facilities Management and the Leadership Academy. Taking the time to complete a scholarship application, getting involved and volunteering, contact one of your peers, and attending the RMA 2001 Conference in Tucson are the "little" things that will help each of us achieve our success!

Craig A. Bohn  
RMA President



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## YOU'VE GOT THEM! WE WANT THEM!



Here is a reminder to send your contributions for the RMA2001 Educational Conference's booklet

"SALSA for the FACILITY MANAGER'S SOUL".

DEADLINE: June 30, 2001 But don't delay! We all know how deadlines can creep on us.

EMAIL: [dbaker@pimacc.pima.edu](mailto:dbaker@pimacc.pima.edu) or  
[RMA2001@pimacc.pima.edu](mailto:RMA2001@pimacc.pima.edu)

FAX: (520) 206-2736 or (520) 206-4536 Attn: Donna Baker

MAIL: Donna Baker  
Pima Community College  
6680 S. Country Club Rd,  
Tucson, AZ 85709-1700



Whether you have been misquoted, misunderstood, appreciated, used, or abused. We are asking you, your spouse, and co-workers to send us short stories (no more than three pages or approximately 1500 words), one liners, and anecdotes about working within Facilities. We will also accept favorite quotations, cartoons, and poems.

Please include your name, college/company, phone, email, address, city/state/zip. If the work is not yours, be sure to credit the individuals whose work you are sending as well as your information.

AGREEMENT: By sending in a contribution, I agree to allow the RMA2001 Educational Conference to print my contribution for the purpose of free distribution within the booklet "Salsa for the Facilities Manager's Soul". I understand there will be no payment or royalties for my contribution. The RMA2001 Educational Conference committee is the final authority on items selected for print.

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## STATE/PROVINCE REPORT

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### CANADA REPORT

#### Update on plans for the 2002 RMAPP Conference

The University of Calgary and the Banff Centre campus will be hosting the 2002 RMAPP conference and already a large committee has been working hard to make the conference a big success. The conference will be located in the heart of the town of Banff, Alberta, Canada and the accommodation and conference will take place on the Banff Centre's campus. The Banff Centre constructed it's new full service conference facilities in the mid-nineties and they are truly magnificent. Please make sure you visit our conference booth during the RMAPP 2001 conference in Tucson, Arizona.

#### Systems Implementation at the University of Calgary

The University of Calgary – Campus Planning and Facilities Management departments have recently been recognized as the leaders within the province and quite possibly the country, in respect to the implementation and design of systems development.

Utilizing an Enterprise Asset Model (EAM), developed by the University of Calgary Facilities Management and Campus Planning departments, a totally integrated approach to records and systems management has been taken over the past five years of development.

#### Systems implemented during this period includes the following:

- CAD/CAFM
- Development of an Information Technology Service department housing servers and state of the art client server applications.
- A full service Customer Service Centre whereby the campus community can submit and track work requests from maintenance related issues to alterations projects.
- A CMMS (Computer Maintenance Management System) linked to floor plans and CAD/CAFM system.
- A Life Cycle Costing Software Application (RECAP) that tracks all major repair and replace events relating to all Facilities Management Disciplines. This software provides detailed analysis in graphic and tabulator format on a facility by facility or total University basis. These presentations are extremely powerful when illustrating Infrastructure Renewal requirements for your facilities.
- Other CAFM applications being installed include: key management, capital equipment inventory, telecommunications cable plant, etc.
- Future CAFM applications will include Registrar time tabling, special events room bookings and others.
- For any further information regarding these matters please contact Stephen Baldick – Associate Director – Campus Infrastructure at baldick@ucalgary.ca.

#### Major Capital Projects

The University of Calgary is currently in a period of explosive Capital Projects development. Currently, there are over six new facilities either in the construction or detailed design stage. These facilities include: Information and Communications Technology facility, an expansion of the Students Union building, two specialized medical research facilities, each over \$120 million Canadian or \$50.00 US., a new Children's Hospital and a new Utilities Distribution Co-generation facility.

See you in Tucson ! **RMV**

### MONTANA REPORT

I was honored to receive a call from the RMA President recently to see whether I would accept the Rocky Mountain Region's nomination to run for the position of Vice-President of Professional Affairs on the APPA International Board of Directors. After consulting with superiors and family, and determining that I could probably not live through one more increase in responsibility, I threw caution to the wind and accepted the nomination. I am humbled and honored and will do my best to serve if elected.



**Bob  
Lashaway**

Must be an unplanned coincidence that this month's topic for the Rocky Mountain Views is training and professional development as they relate to our operations. I have to say that here at MSU-Bozeman, we have relied a great deal on the professional development opportunities provided by APPA's Facilities Management Institute and the recently developed Leadership Academy program. Over the past six or eight years, we have had one or more management level persons enrolled in one of these well-designed, and enthusiastically delivered programs almost continuously. We have also participated in the scholarship programs offered at both the national and regional levels, and hope to continue in the future.

At the management level, we also have a super-self-motivated individual who is taking advantage of employer provided fee waivers and the obvious proximity to pursue a masters degree in Construction Engineering Technology. We highly support persons who pursue additional education, and the dividends begin to accrue even during their early course work. They bring an expanded view point and additional outside-the-box thinking to the management group immediately.

Training at the trades level is somewhat more difficult, since we face budgetary, union and technical issues that differ from the management levels. We also seem to be seriously impacted by runaway gizmo enhancements, seemingly designed to require not only hardware and software upgrades, but also continuous re-training of technical staff. Our remoteness, at least relative to the non-dot-com working population of the country, also makes recruiting appropriately trained personnel more difficult and it also makes attracting on-site training at a reasonable cost more difficult.

We have found that hiring supervisory personnel from within the operation can pay dividends, however, most of our trades personnel, while technically competent, lack formal supervisory training, through no fault of their own. So, we keep an eye out for on-campus opportunities for supervisory training offered through Employee Relations, and the occasional traveling seminar that comes through our area. We have tried to organize co-op seminars for which we could entice other Montana University units to send some of their trades persons, and some are successful, however, with distances of 200 miles and more between units even co-op projects involve substantial commitments of time and resources.

We also struggle to find room in our budget to send trades personnel to off-site technical training. Usually we can only afford to send a single individual to remote training, and then hope that the information can be transferred to other trades persons over time. With little or no ability to raise salaries, and operating in a union environment, we are seeing more attempts to negotiate training requirements into various union contracts. Obviously, a negotiated training requirement puts pressure on the overall budget, and can result in spending less on critically needed maintenance, or in the extreme could contribute to reductions in the workforce to accommodate contract-obligated training following a budget reduction. There are no easy answers.

On another front, if you have yet to begin thinking about operating in a de-regulated electricity environment, and if your state is headed toward de-regulation, you should pay close attention to the current situation in California and the evolving situation in Montana. While Montana customers who preferred to stay with the regulated supplier through the transition period have not yet seen large increases in power supply costs, those who 'chose' to enter the de-regulated market to chase 5-15% 'savings,' have found themselves less than 18 months later with electricity supply costs 3-5 times higher than they anticipated. In Montana, we have large industrial customers demanding government intervention to save them from the now disastrous consequences of their 'choices,' and the open-market price of electricity is being set by the huge California market. While the country may have to pay close attention to the health of the California economy, and therefore take an active interest any long-term solution, Montana's entire generation capacity is low-level background noise relative to California's daily power fluctuations; therefore, Montana will certainly be left to deal with its situation at the state level. Stay tuned. **RMV**

## WYOMING REPORT



**Frank Fox**

Well the sky is blue with few clouds, the wind is calm, the snow is melting, the University of Wyoming Cowboys are leading the Mountain West Basketball Conference, and it is payday. Now if it were a four-day weekend I'd say it just can't get any better.

The Physical Plant Stores Department is currently involved in a 16-week sale in an attempt to lower the total dollar value of their warehouse inventory by deleting

those items that are outdated, duplicate items, just a different manufacturer or simply items that do not move. Different items are offered for sale each week. Sales are open to the

university departments first and then the following week for individual purchases.

As part of the Staff Services Support Plan for the University, two items are being investigated by the Physical Plant Department. First, the idea of combining the Landscaping Departments from Housing, Athletics, and the Physical Plant, to see what possible savings in manpower and equipment may be achieved. Secondly, giving the Physical Plant the authority to be included in purchasing decisions involving equipment that may require modifications to existing facilities to accept the equipment. Physical Plant would be included whether it is simply how to move the item into the building or the matter of whether or not the existing utilities provide for the operation of the equipment.

When looking for a stand alone computerized system to handle the Physical Plants myriad of chores the software selected was Asset Works. The system allows the user to handle:

Customer Requests – Add/ Review/ Search/ Update

Work Requests – Review Phase/ Status Changes

Time Card Entry

Materials Request

Lease and Property Record Updates

Reports and Documents – we are currently researching the utilization of bar-coding with this. **RMV**

## UTAH REPORT

At the University of Utah Custodial Services, training starts before a new employee is even placed into a position. When a new part-time custodian has been interviewed and selected for a position, they are immediately enrolled into a Pre-placement Training Program that they will go through before they start work in an area. Training sessions are scheduled every Monday from 7:00 a.m. to 11:00 a.m. They include a general orientation to the university and department, hands-on training in basic custodial procedures and techniques, and training for required federal safety programs such as the Hazard Communication Standard, Bloodborne Pathogens, and Asbestos Safety. They also include back safety and a review of the university's policy regarding sexual harassment.

Training programs are provided for all levels of employment, such as salaried custodians and crew leaders. A "Monthly Training Session" is held every month, usually on the first Wednesday, for supervisors and crew leaders. The session covers topics of general interest to employees, but the topics can be quite diverse, ranging from "Building Aesthetics and Practicality" to "Dealing with Developmentally Disabled Employees" to "Hard Floor Care". Other departments in Plant Operations have also participated in "Monthly Training Sessions" dealing with that department and Custodial Services and how they can help each other. The "Monthly Training Sessions" have been going since April of 1990 and have proven to be a very valuable part of the training program.

An exciting new custodial apprenticeship program for salaried custodians has just been added this year. This is an apprenticeship program that was initially developed for

custodians by the Utah Collegiate Custodial Association. It is also fully accredited by the Federal Bureau of Apprenticeship and Training in association with other apprenticeship programs at the University of Utah. Four salaried custodians from Custodial Services and one salaried custodian from University Student Apartments were selected to participate. The program will last for a period of one year or approximately 2,000 hours of continuous on-the-job training, supplemented with required hours of related technical instruction. An effort has been made to make the program as diverse and inclusive as possible bringing in other departments and even universities. The idea is to create a custodian with a broader understanding and deeper awareness of the field. At the end of the apprenticeship, the custodian will be given the title of Journeyman Custodian alongside other apprentices from other trades in a ceremony given by the University of Utah Apprenticeship Committee.

Dixie State College Physical Plant employees participate in training on several levels. The first employee training starts at the first day of employment. A new employee completes a program in Hazardous Materials recognition, the Safe Driving program along with other basic introductions to policies and procedures. All department employees are required to attend monthly workplace safety meetings covering timely subjects such as manlift, chainsaw and chipper safety during the fall and edger safety in the spring. Every year fire extinguisher use, first aid and proper lifting techniques are covered. On the management level, all department managers are invited to participate in quarterly professional development meetings initiated by the College President and presented by the Human Resource office. Past training with the "Choice" and "Fish" programs were found to be informative and very adaptable to improving the workplace environment. I recommend that you check them both out if you have not already. The College subscribes to both "APPA" and "SCUP" programs for professional management training that identifies directly to the Physical Plant and Planning mission of our Department. A "WACUBO" Business Management Institute at the University of California at Santa Barbara provides a great ongoing transitional program that helps blend, inform and educate all levels of Higher Education management as to the functions of each other. Training on any level has been found to develop a better, informed and more productive employee on all employee levels at Dixie State College. **RMV**

## COLORADO REPORT

By John Bruning

Founded in 1972, Colorado Mountain College (CMC) has successfully filled the unique community college needs of the Colorado "High Country". Located in 14 different western slope mountain communities, CMC has 4,500 FTE students and a 23,000 overall enrollment in their assorted academic programs. The Physical Plant staff of 45 employees maintains about 900,000 GSF according to Mike Sawyer, Director of College Facilities for CMC. Mike spends a lot of his time on the road as he routinely books 60,000 miles/year moving from campus to campus as he oversees CMC's statewide facilities programs.

Mike began his facilities management career at the University of Wyoming, first in custodial and eventually adding grounds and maintenance. He moved from Laramie to become the

Assistant Director of Facilities at Bowling Green University where he worked for three years, then spent another two years as the Director of Facilities at Buena Vista College in Storm Lake, Iowa. A desire to get back to the mountains brought Mike to the CMC in 1992. He found a facilities program in need of direction and vision and has set out over the past eight years to bring the facilities up to contemporary standards in terms of their planning, construction and M&O practices. One of his first tasks was to rewrite the facilities master plan, which has now been fully realized, and is currently embarking on phase two of the master plan for the college's facilities. In addition, he has just finished quantifying the college's O&M costs and benchmarked very favorably with other community colleges in the region.

CMC has three residential campuses: Glenwood Springs (CMC's HQ), Leadville, and Steamboat Springs. Single building commuter sites include: Aspen, Vail, Breckenridge, Buena Vista, Salida, Rifle, Carbondale, Glenwood Springs, Eagle and Silverthorne. The three residential campuses each have Physical Plant Managers: Alan Wizer at Glenwood Springs, Willard Anderson at Steamboat and Alan Cohn serves at the Leadville campus. Each of the commuter sites has a full-time maintenance manager who serves a multi-task function from minor maintenance to snow plowing to fleet management and more, as needed.

Sawyer put together an in-house construction crew that works on various renovations and capital construction tasks for the CMC system. He believes that he has saved hundreds of thousands of dollars with his in-house crew over the past several years. The capital development program has included eleven new buildings and seven major renovations in the past seven years totaling between \$3.5 - \$4 million. Currently, a 40,000 GSF building is underway in Aspen as well as a major renovation of a recently acquired building in Silverthorne. CMC sets up a three year contract with an A&E firm to provide design and consultation services for the college and Mike picks and chooses what portion of the work he wants his in-house crew to tackle.

CMC receives some funding from the state, but generates additional revenue from a county tax, specifically earmarked for the CMC, levied from each county where a CMC campus is located. The CMC Board of Trustees is composed of elected county representatives that conduct monthly meetings that rotate between the campuses. The college is realizing a 2-3% increase in enrollment annually and currently employs 1,200 faculty, staff and administrators statewide. Sawyer teaches business and economics classes in his "spare time" as one of CMC's adjunct faculty.

Many of Colorado Mountain College's academic programs are tailored to the unique needs and opportunities of the mountain communities. For example, in Leadville there is an associate degree program in Ski Operations and another in Outdoor Environmental Studies. The Steamboat Springs campus has a Resort Management degree program, while in Breckenridge there is a Culinary Arts degree that focuses on resort food services. In general, the college offers transferable course credits that enables students to receive the basics at a smaller college which will carry over into the larger state institutions.

So imagine leaving your home for work in the morning in all types of weather and driving from Glenwood Springs to Leadville for a meeting, then driving to Silverthorne to check

on a construction project and back to Eagle to finish the day. That's Mike Sawyer's reality, a unique "higher" education facilities management career in the beautiful Colorado Rocky Mountains. **RMV**

## Arizona Report

### AWC'S FACILITIES PROFESSIONAL DEVELOPMENT PROGRAM

One of the most frustrating issues that Facilities Directors encounter in small colleges is attempting to find and retain highly qualified staff in the labor trades. At Arizona Western College, our problems are no different than those faced at similar institutions; competing with the construction industry for skilled crafts for lower wages, finding ways to develop the skills needed to maintain and operate the increasingly complex systems found on today's campuses, and providing incentives to reduce employee turnover.

Those of us in this business are aware that we are limited in the available alternatives as they relate to the salary structure, but with the AWC administration's support, we have taken what I believe to be significant steps in addressing the other two issues.

The **Facilities Professional Development Program** provides the opportunity for advancement within each trade through a combination of time in current position, OJT and formal training, attendance record, and an in-house advancement testing process. Each trade has a set of defined criteria and proficiency standards which must be met at specific time intervals. These intervals starts with a 90 day evaluation and continue through the three or four year point. As these evaluations are purely trade specific, each is based strictly on achieving success in an increasingly complex set of tasks. Some evaluations require only OJT, while others require a combination of OJT and formal training. At AWC, the National Center for Construction Education and Research (NCCER) training program is used for much of the formal training, along with selected offerings in our technology programs at the college. Selected modules from the NCCER program are designated for each craft to successfully complete before they can advance to the next stage. In most cases, the first year's evaluations are focused on ensuring the craftsman can perform the tasks associated with the billet he is currently filling. The next two years is devoted to preparing him to successfully pass the advancement test and move to the next higher level. These last sets of training requirements are strictly voluntary and are required only for those interested in advancing within their trade.

Once an employee successfully completes the evaluation portion of the program, he or she is administered both an oral/written exam and a practical test of his skills and knowledge of his craft. Since some have difficulty with written tests, an oral test is optional. Oral or written tests will measure such areas as, interpretation of building codes, knowledge of ADA requirements, cost estimating small projects and knowledge of the AWC Safety Management Program. The practical exam normally entails some craft-related task such as: laying out a design for an irrigation system (groundskeeper II), troubleshooting and repairing addressable smoke detectors in the automated fire alarm system (semi-skilled electrician), or forming, pouring and finishing a concrete walk (rough finish

carpenter). Test evaluators are selected from journeymen within the department, the Director, and skilled craftsmen from the construction community. Once both tests have been successfully completed and verification made that the employee's attendance record is acceptable, they are recommended for advancement to the next level.

We have found the following organizational structure meets the needs of the college and provides a logical means for us to "grow our own" and retain the best employees:

Position	3 Yrs	4 Yrs	Formal Training Required	Only if Billet is available
<b>Building Services Supervisor</b>				X
Building Services Technician II		X	X	
Building Services Technician I		X		
Custodian				
<b>Journeyman Carpenter</b>				X
Painter/Carpenter	X		X	
Rough finish Carpenter	X		X	
Apprentice				
<b>Journeyman Plumber</b>				X
Plumber (semi-skilled)	X		X	
Apprentice				
HVAC Mechanic				X
HVAC Mechanic (semi-skilled)	X		X	
Apprentice				
<b>Journeyman Electrician</b>				X
Electrician (semi-skilled)	X		X	
Apprentice				
<b>Supervisor of Grounds &amp; Irrigation</b>				X
Groundskeeper II		X	X	
Groundskeeper				

As an example, to move to Groundskeeper II an employee must have four years employment as a Groundskeeper, pass both the written/oral test and the practical examination and receive the formal training specified in his billet's evaluation forms. To move to a supervisor's position, an opening must exist within the department.

Since the development of this program three years ago, AWC has promoted six employees to the next higher position. We have had some employees who did not pass on their first attempt, but after some remedial training and the mandatory six month waiting period, they were successful. Although the jury may still be out, my staff and I feel this program has succeeded in improving morale and retention and has given us the tools to nurture the most promising of our young employees.

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### PHOENIX COLLEGE PHOENIX, AZ by Arnold Guerra

Phoenix College has as one of its objectives: "Encourage and support the professional development of faculty and staff." All of the Facilities Maintenance staff are supported in their staff development efforts. This is done through funding of

workshops, seminars and tuition reimbursement. Also travel expenses are covered and educational leave is paid time off.

It is important for skills to be consistently refined and improved in order to improve job performance and work efficiency. The staff development can also be used to improve skills and knowledge for upgrading or promotion into a higher paid position.

Facilities Maintenance employees are allowed up to \$2,000 for seminars, workshops and other work related activities. This amount is supplemented from other sources for travel and lodging expenses if the total cost goes over this amount. Tuition reimbursement is 80% of tuition, books and any lab fees up to, but not to exceed, tuition cost at in-state public universities.

To encourage Facilities Maintenance employees to utilize their Professional Growth Benefits, the College District (MCCCD) will compensate the employee as follows:

"...an employee who completes any of the following requirements will receive an additional two and one-half percent (2.5%) of his/her salary/wages for the current year."

- 1.4 Cumulative Education Units (CEUs) and three (3) college credits
- 2.8 Cumulative Education Units (CEUs)
- Six (6) college credits

The Facilities Maintenance Department also has numerous in-house training workshops and seminars in Custodial Procedures, Job Safety, OSHA Standards, HVAC Controls, Forklift Certification and other job related topics. Many of the workshops and seminars are conducted by product/equipment vendors and college faculty and staff.

### **Northern Arizona University Selects New Assistant Vice President**

David A. Cain, assistant vice president for capital assets and services, began work at NAU in January. The newly formed Campus Assets and Services department encompasses Facility Services, Campus Health and Safety, and Campus Planning and Development. Mike Mullen, vice president for administration, indicated the reorganization was done to refocus on customer service and preventive maintenance on campus. "The quality of our employees is very high, but we're looking for some leadership, direction and review . . . to let our people really shine," Mullen said. Cain was hired to help provide this leadership. NAU conducted a national search to fill the position and received about 40 applications. The top three candidates were invited to visit the campus. Dave Lorenz, associate vice president for administration, noted that Cain stood out from the other applicants. "We needed a leader. Our overall consensus was that he was the right person," he said.

David had previously visited the area with his family in March, 2000. "I was very impressed with the campus and the people," he said. "I thought the quality of life and the quality of individuals was really good." David made the move to Flagstaff in early January. "It's everything I thought it was . . . a friendly environment," he said. "I really think there should be a strong connection between the school and the community, and I am in a position to enhance that relationship."

Prior to accepting the position at NAU, David was the director of facilities and capital planning at Illinois State University in Normal, Illinois. Before his employment at ISU, David was a tenured professor of engineering at Kankakee Community College in Kankakee, Illinois and a faculty instructor at Iowa State University in Ames, Iowa. David has a doctorate in higher education administration from Illinois State University, a master of science degree in industrial/technical/administration/ engineering from Iowa State University and a bachelor of science degree in industrial technology from Illinois State University. **RMV**

### **Editor's Corner** By Paul Smith

The new millennium is upon us and it appears as if higher education will receive increased emphasis in the coming decade. There are a lot of interesting things happening in the facilities business not only in the Rocky Mountain area but nationwide. In Salt Lake City, the University of Utah will be involved with the Winter Olympics and the attention of the world will be focusing on them in 2002. Additionally, information technology is starting to impact facilities especially our operating budgets. Many Colleges and Universities are going to "one-stop" shops for student services and having their facilities open six or seven days per week, 16 hours per day. While our colleagues are providing the increased services to students, they are expecting us to maintain standards without increasing our budgets. We need to be looking for ways to share our successes, especially those that allow our unit to do more with less. The newsletter is one way to communicate successes to fellow facilities officers.

I look forward to hearing from you in this regard. Don't be shy, share with your peers throughout the region. The submission dates for the next two issues of the newsletter are: May 3 and August 2, 2001. Your state correspondents are:

Canada – Steve Baldick, University of Calgary  
 Montana – Bob Lashaway, Montana University  
 Wyoming – Frank Fox, University of Wyoming  
 Utah – Brian Nielsen, University of Utah  
 Colorado – John Bruning, University of Colorado at Boulder  
 New Mexico – Mary Vosevich, University of New Mexico  
 Arizona – Bob Preble, University of Arizona

Help make our newsletter better, contribute! Thanks.

## Bits of News

### **Pima College Wins Big by Centralizing Mail Services By: Frank Encinas, Central Mail Services Supervisor**

Pima County Community College District in Tucson, Arizona, is the fourth largest multi-campus community college in the continental United States. It serves a population of almost a million people with seven major locations and four educational centers as well as more than seventy-five off-campus locations through its Community Campus programs. Pima Community College ranks 17<sup>th</sup> in southern Arizona in employment with over 2,100 employees. In the early 1990s, the College was spending approximately \$500,000.00 per year in postage with mail centers at each campus. There were a host of cost savings opportunities available if the centralization of mail services could be implemented.

The Administrative Services and Facilities unit was empowered to conduct an analysis of the current mail systems and make recommendations on how it could be improved. At that time, campus mailrooms did not keep records of incoming or outgoing mail volumes. It was decided to keep track of incoming, outgoing mail volumes for six months in order to measure productivity and to monitor the classes of mail being processed college-wide and of course to document the volume of mail processed.

A college-wide committee of the largest mailers at the College was formed. Departments such as marketing, admissions, accounting financial aid and others were asked to send a representative to discuss their mailing needs. This group was asked what changes they would like to see if the College was to change the current mail system. The overwhelming response was for accountability of all mail, in other words, a mail system which would be held responsible for timely and accurate delivery of their mail. They also needed their mail system to be efficient and cost effective with personnel that had a high degree of postal knowledge and who were able to keep abreast of new technology and regulations. A cost/benefit analysis was initialized using the costs involved in setting up the consolidated unit compared to the savings generated by such a move. The cost benefit analysis showed that the volume of mail produced was significant enough to generate considerable savings in postage discounts. As a result of the findings, management decided that centralization of mail services was the most cost effective and efficient approach to operate the mail services.

### **New Equipment and Technology**

Initially, the College authorized the purchase of new mail center furniture and a Pitney Bowes Paragon mail processor, to replace the outdated equipment and furniture. The U S Postal Service loaned the center some casings, and assisted in designing an efficient mail flow operation. The new Central Mail Services Center (CMSC) was opened in May of 1993 at the College's district office. This location was chosen because it was centered an equal distance from all the major campuses. Couriers were assigned to pickup and deliver the mail to each campus. A little over a year later, CMSC purchased software to presort and barcode mail generated by the College's DEC-VAX computer system. The software chosen was Envelope Manager which included a Zip station. The Zip station includes the National Address Database and address lists are run through it to generate the Plus-Four for bar-coding purposes. To process mail which is not generated by the

College's Information Technology System, a MailCode ES3 Encoder was purchased. Between these two methods of bar coding, CMSC has been able to mail approximately 60% of the College mail at automation rates.

In the past, College departments were hand sorting bulk mail and sending some to presort houses, which was costly and time consuming. After careful consideration the College decided to bring the bulk mail processing in-house and to purchase the equipment necessary to automate it. Research was conducted on the various systems and their costs. Based on the projected mail volume, a decision was made to purchase the RENA DA600 with Satori Software. With the additional purchase of a Neopost SI65 2 station folder inserter and a RENA L326 tabber/labeler, the CMSC in-house bulk mail processing center was complete.

**Results achieved:** The volume of mail has increased by approximately 7% a year. CMSC is now metering 625,000 letters and mailing 2,186, 400 permit imprint letters and class schedules per year. The cost saving measures are saving \$28,000 per year on our imprint mail and \$35,000 per year on our metered mail. CMSC processes 879,000 pieces of incoming Postal Service mail and approximately 725,000 pieces of intercampus mail per year. The Central Mail Services Team consists of three full-time employees, one part-time and two student workers in a Mail Center that is 640 square feet in size. The cost avoidance measures that have been initiated average approximately \$250,000 per year.

## APPA Calendar of Events

- April 8 - 10  
Institute for Facilities  
Baltimore, MD
- June 11 - 15  
Comprehensive Five-Day Training Program for Energy Managers  
Anaheim, CA
- June 17 - 21  
Leadership Academy  
Ft. Lauderdale, FL
- July 22-24, 2001  
APPA 2001 Educational Conference & 88<sup>th</sup> Annual Meeting. Montreal, Canada
- September 13-15  
RMA 2001 Regional Meeting  
Tucson, AZ
- September 16 - 20  
APPA's Institute for Facilities Management  
Scottsdale, AZ
- September 20 - 22  
Greening of the Campus 4: Moving to the Mainstream  
Ball State University, Muncie, IN

## THE RETIREMENT REPORT



**H. Val Peterson**

Everywhere I go folks ask me, “Hey Peterson, how is retirement?” So people won’t feel obligated to ask, I am submitting this report.

Before retirement I would tell people that “work was starting to interfere with my fun”. I suppose that was a subtle way of telling them that work was no longer as fun as it used to be. I return to the University just often enough to confirm that retirement was the right decision. When one retires there is an

assumption that you will have all sorts of extra time to do those things you never had time to do while holding down a full-time job. I don’t know where all the hours go, but I’ve joined the ranks of retirees who maintain, “I don’t know how I ever had time to work”. I had heard that part of the daily routine of retirees was to take an afternoon nap. If in fact retirees take naps, I don’t know how they do it since I’ve not found time for one. I take that back, I did take a short nap on October 13, but that’s it.

Since retirement, my wife has started to give out subtle hints that my extra presence around the house is starting to annoy her. You should have seen her fume when I reorganized her spice rack. Why you would have thought she would appreciate having all those spice containers arranged in alphabetical order. It certainly made more sense to me than the completely random system that she has used ever since we were married. Evidently, she *really* likes her random system. When I started eyeing up the pantry for an organizational project, she booted me clean out of the kitchen. She has now started to make me a daily agenda that for some strange reason schedules me out of the house a lot. No, she doesn’t type up a daily shirt-pocket schedule or as my secretary used to call it - the “idiot card”. I have to do it myself. You know, I can just hear Robin at ASU hooting over the fact that “the Idiot must now make up his own card”.

And speaking about work, things are never the same when you go back to the office once you retire. For example, the other day I was invited back for a scheduled event for which my presence had been formally requested - RSVP and the whole bit. I tried all the usual close parking places, but they were either full or I didn’t have the right decal. I had to park a half-mile away and hike to the event. Now I better understand all those nasty comments about parking on campus. Maybe I’ll get a skateboard like the students or better yet one of those newfangled scooters. One other time when I went to campus (invited of course) they took pity on me and allowed me to park my personal vehicle inside the fenced compound with a promise not to call Parking Services or the tow truck. But that was only after I threatened to leave.

I rarely just pop in the plant unannounced or uninvited. I find myself not as welcome as I used to be when I was the boss. Or at least staff used to put on a better act. I feel grateful that the

receptionist still acknowledges me and remembers my name. No one is ever in his or her office when I show up. They must have developed an early warning system since my departure. And so I spend more time calling people on the telephone. The caller ID must be working pretty well too because they never answer the phone. I leave messages on their voice mail but they never return my calls. Oh well, I guess they aren’t interested in any more of my unsolicited advice on how the place ought to be run.

This year I attended RMA’s Annual Educational Conference for the first time as an emeritus. It was the only time I ever sluffed all the educational sessions and participated with the partners in their program. My suspicions were confirmed – they do have more fun. I could come up with no logical reason to attend the educational sessions to learn how to do my job better when I no longer have a job. Due to my status as an old geezer, I was invited to make a presentation at one of the sessions. Thank goodness it was the final session and they didn’t ruin all my fun. The presentation required someone who could remember the “good old days” and Randy Turpin and I were the designated old codgers. I am somewhat reticent to admit that to get ready for the presentation I was forced to do considerable research about how things used to be. Most certainly I was there, but my memory has a few gaps (more like chasms). The host school did its best to make us feel right at home with an informal setting that included comfortable easy chairs, a coffee table and cold drinks. Since Randy’s institution hosted the conference I suspect he had some pull in this regard. Folks must have liked our presentation since at its conclusion we received a standing ovation. Or was it that everyone was on their feet headed for the exit doors by the time we wrapped things up. Probably one of the hazards of being scheduled just prior to the social hour.

My wife and I have recently spent a lot of time traveling. A few years back (or so it seems) I used to just jump in the car and head down the road. I could find my way almost anywhere without asking for directions. Besides, asking for directions is my wife’s job. In the old days I was so good at finding the way, my wife referred to me as “the pathfinder”. You know, like Kit Carson. My sense of direction was guided as if my mind contained a precision compass. Maybe that metal plate in my head now affects magnetic north. On the last trip I got lost twice. And that was before I got out of Phoenix. I now rely on detailed road maps. I joined the American Automobile Association since they have very good maps. Another really helpful service for the directionally-challenged are written instructions that put you on the right roads and streets and give distances to each turn or turn off. I suppose I would have reached the right destination using their detailed travel plan, but my eyes aren’t what they used to be. I couldn’t read the print. Next time I will check to see if they have large print copies for old geezers. Maybe its time to make a visit to the optometrist. I suppose I could get one of the newfangled devices that use satellite technology that talks you through every twist and turn

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along the way. Nah – it would probably require programming and there are no kids at home anymore.

When we leave the car home and turn the driving over to someone else, we usually fly. Since retiring I have become very savvy about the airlines. I have discovered the secret of how to get peanuts instead of pretzel snacks and how to con the flight attendant out of an entire soft drink can rather than settling for one of those pitifully small plastic cups filled to the brim with ice and two ounces of soda. Yes, really. I have also found the best seats on the airplanes and even how to finagle upgrades to first class seating. My last experience in first class, however, was a real bummer. You may have read about the lady who conned the airline into allowing her pet pig to travel with her in the cabin as a “service animal”. Evidently the lady gets very depressed when separated from her pig. Well as luck would have it, I was given the seat just across the aisle from the lady and her pig. No the pig didn’t have a seat, but it was given permission to lay in the aisle beside her mistress. Contrary to the pastoral scene painted by the news media, the flight wasn’t without incident. The 300 pound porker must have eaten some bad greens in the airport café which caused her to pass voluminous quantities of odoriferous flatulence about every 15 minutes or so. After that stink I will never feel guilty again for my own slight indiscretions in public. I should have guessed that something bad was happening in the bovine’s bowels. When the plane descended for landing, the decreased cabin pressure not only affected the pig’s inner ear but also her bowels. She went berserk just prior to landing and raced around the entire first class cabin squealing loudly and filling the galley opposite the plane’s exit with a considerable quantity of a steamy byproduct processed from the greens previously consumed. Luckily, the plane’s ventilation system didn’t confine the smell to just the immediate area. It very effectively dispersed the odor throughout the airplane. It was the first time I had ever seen the flight attendants be the first ones up the Jetway. They had to hurry to beat the pilot and co-pilot. I made myself quite unpopular with the lady by suggesting she clean up after her porker. She left that to the cleanup crew. Next time she flies I hope she will rely upon depression medication and not the pig.

Since retirement, one of my projects has been to work on eradication of the pesky ants out in my yard. They seem to favor a spot in the front yard next to the sidewalk. Initially, I did the genteel thing and applied the Amdro insecticide stuff. According to the experts, this product tastes like candy to the ants. The obedient worker ants in trying to obtain the favor of the queen carry the stuff to her deep inside the anthill and lay it at her feet. If things go in accordance with the manufacturer’s instructions, the queen ant is supposed to eat the stuff and croak. The bereaved ant colony is then duty bound to make a pilgrimage to the neighbor’s yard where they hope for better treatment. My ants must be dumber than those used in the manufacturer’s tests, because they merely move along the sidewalk about a foot and start digging again. I’ve tried bug sprays, water and fire but still they persist. I even once resorted to vandalism and dug up one of the ant condos. That only made them mad and I ended up with 27 painful bites. Nothing seems to work. I must admit I spend more time

working on my anti-ant project now than when I was gainfully employed. The discouraging thing is that the ant problem has gotten worse since my retirement. How can that be?

Last summer shortly after my retirement and while making an out-of-state family visit, I took my four-year-old grandson on a walk. While on the walk we found lots of interesting sights, sounds and treasures that excite a young boy. We found a really neat stick just lying on the ground, we collected a whole pocket-full of colorful pebbles, we paused to admire horses and cows in a field, we talked to several pet dogs along the way, and we walked around a really large anthill. The anthill made the ones in my own yard look like podunk city. We even collected a wide variety of leafy twigs and flowers for mommy. The walk was a delightful experience. On another trip in November we visited the same family. My grandson remembered the previous walk and insisted we go again. Even though I was miserable with a feverish cold and persistent cough, I agreed. The weather was much colder and I suggested we make an abbreviated trip, but the four-year-old would hear nothing of it. We had to take the same route as the previous walk. He had a much harder time collecting treasures since his hands were covered with heavy gloves. He instead found more sport in getting wet and dirty by kicking in the snow and walking through the mud. Evidently the thrill and memory of the previous walk faded quickly because within a short time he complained that his “feet hurt”. Then it was his butt. No, I didn’t cause it. When his stomach started to hurt, we headed back toward home. He had no interest in collecting dried twigs and frozen flowers for mommy, so I had to do it so she wouldn’t be disappointed. He did find a sturdy stick, which he carried home to worry the family dog with. I decided some experiences are better not repeated.

Well, all in all I highly recommend retirement. While I don’t seem to have any more time, I am having more fun. I spend time doing those things I want to do rather than doing what someone else (like the boss) wants me to do. I now take time to smell the flowers after I photograph them. I watch the sunsets rather than merely glance at them in passing. I do some serious exercise rather than merely ogling the girls in the gym. No, it’s not that I am too old to ogle.

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**September 13 -15, 2001  
Tucson, AZ**

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