

Rocky Mountain Views



Rocky Mountain Association of Higher Education Facilities Officers

Summer 2001

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APPA Calendar of Events

September 6 - 8
Restoration & Renovation Conference
New Orleans, LA

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

September 24-25
Deregulation: Curse or Cure?
Philadelphia, PA

September 26-29
The National Association of Women in
Construction 2001 Conference
Anchorage, AK

October 2 - 4
Fire Alarm Systems Design Seminar
Providence, RI

October 9 - 10
ADSSO 2001 School Maintenance Conference
Mesa, AZ

November 7 - 9
The Advanced Lighting Workshop
Washington, DC

November 8 - 9
Physical Plant Craft Association Conference
University of Idaho, Moscow, ID

November 12 - 13
New Plans and Management Strategies for
College & University Facilities
San Diego, CA

January 1, 2002
APPA Educational Conference & 89th Annual Meeting
Phoenix, AZ

January 13 - 19
APPA's Institute for Facilities Management
Tampa, FL

President's Message



Craig Bohn

It has been just about a year since I had the opportunity of becoming the RMA President. It has been a great opportunity for me, and I have had the chance to learn so much from many of you. The great philosopher Yogi Berra once said, "you can observe a lot just by watching." I have observed over the past year that you are excited about what you are doing, committed to sound operational policies, and you know where you are going and have a good idea as to what it is going to

take to get there. This enthusiasm, commitment, and the plan of action is a great recipe for success.

Many years ago, Nicholas M. Butler, the former President of Columbia University, stated that people can be placed into three categories. The categories are; the few who make things happen, the many who watch things happen, and the majority that don't know what happened. I believe through our association in RMA, we are those who have made and continue to make things happen in our industry. Through our dedicated efforts, we can make a difference.

Within the next couple of weeks, we have an opportunity to attend the RMA 2001 Educational Conference in Tucson, Arizona. We have an opportunity to be taught, learn, network with our peers, and share our knowledge and expertise with others who attend. I would encourage each of you to take the time and register for the conference. Join us September 13-15, 2001, and be ready to not only learn and share knowledge, but to renew old friendships and make new friends!

Thanks for your continued support, and I look forward to seeing each of you in Tucson!

Craig A. Bohn
RMA President



STATE/PROVINCE REPORT

MONTANA REPORT



**Bob
Lashaway**

Every spring, usually about March, each of my managers and I slug through their performance evaluation, which includes a review of the previous year's goals and establishing new goals for the coming year. As with any regular annual activity, it sure seems to emphasize that the years are zipping by at an accelerating pace, and the initial thoughts are something like, "...but, we just did that last week!"

Now, let me say that I have been blessed with an exceptionally capable, innovative, loyal and energetic management group and evaluating their performance is a stimulating, forward looking and rewarding exercise. So, after the momentary "just last week!" reflex, we dive in to the process and immediately discover that we have accomplished a lot and there is still plenty left to keep us occupied for another year or two at least.

The overall evaluation touches on the obligatory areas of job responsibilities, knowledge, interpersonal skills, organizational skills, financial management, etc., and then proceeds through judgement, initiative, professional development, and leadership ability. It even provides opportunity to acknowledge community service activities both on campus and within the external community, such as playing in the university symphonic band, or flying service missions for the local branch of the Civil Air Patrol. It's remarkable what surfaces when you take the time to talk about these important aspects of employment, that are so often buried in the daily battle for organizational survival. It provides strong reinforcement for the positive aspects of what often might be viewed as just "our job," and taking the time to reinforce these positives among dedicated people who are generally over-worked and under-paid is the least an aspiring leader can do.

In addition to providing an excellent reinvigoration and reinforcement tool for each of us, all the individual manager's goals are refined and consolidated into a composite listing of Facilities Services goals, which I then pass along to my VP for Administration. Now, declaring goals and having them burned onto parchment by a laser printer can be risky business if the ability to attack but fall short of some of them is not an option; so, I must also acknowledge that I have been fortunate to always have a boss who has that commendable leadership quality.

As a related activity, every August, as we prepare for the return to campus of our main customer group, I have our managers list as many accomplishments from each of their areas of responsibility as they can. Last year's listing was over four pages. I host a general shop meeting the first week of September, complete with donuts purchased by the Director, and we hit some of the high points of our accomplishments and then post the list for all to read at their leisure. This extends the pat on the back to a great many others who are similarly dedicated and under-acknowledged.

It might occur to some that all this might take an inordinate amount of time, and the return might not justify the expense. To those, I would recommend that they brush up on their motivation and leadership skills and their compassion for others. Yes, a fair amount of the performance evaluation time simply does not fit in with the activities of the normally hectic day and by necessity involves the inevitable after-hours investment; but, I sincerely believe that it represents an investment of significant value - one that over time generates mutual understand and respect, and helps congeal excellent management individuals into an excellent management team. If you are not already doing this, I highly recommend that you give it a try - it will surely pay dividends.

WYOMING REPORT



Frank Fox

Well it is mid August and summer is pretty well on the way of being history. The Central Energy plant is shut down for maintenance of the plant and steam distribution system an annual occurrence. The 50,000 flowers that the Landscaping department tends are just about at their peak of color. And in two weeks classes will resume in the College of Law.

With the University of Wyoming Physical Plant scheduled to host the 2004 RMA Conference planning is currently underway for this event.

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The new student athletic facility known as the RAC after the major donors is nearing completion, two major parking lots are undergoing major regrading and are close to being paved. A new paved bike path to improve access across the main axis of the campus has been built and is ready for customers.

Physical Plant, Housing, and Athletics are all; taking a serious look at combining the landscaping responsibilities of all three entities under one manager.

The selling of items in the Stores Warehouse that have a history of not rotating continues.

The big news is that the University has received \$6 million plus to be utilized in the maintenance and repair of existing facilities. This would address areas of fire alarm repair, masonry repair, carpet replacement, fume hood replacement, HVAC equipment, etc. As I mentioned in the last newsletter one of the major challenges in this area is finding the qualified manpower to undertake these tasks. The area around Laramie is currently booming and qualified contractors are booked for months in advance.

A firm has been selected and a feasibility study is being compiled concerning the expansion of the University golf course from 18 to 27 holes to include space for private residences.

UTAH REPORT

By Brian Nielson

The University of Utah is like a large ant hill working hard to meet our Olympic goals or at least what we perceive as goals. If it were just the Olympics it would probably be a snap but with our normal work loads our jobs become more exciting. With big events comes major construction and utility updates and of course many completions will not be until the opening ceremonies. Talk about deadlines! With the hurried pace I hope we find time to enjoy what we are trying to accomplish.

Over the past four years the state spent just under 2 billion dollars to re-build I-15 which is the major North/South traffic link through Salt Lake. Most of this project will be completed within the next two months and commuting with the new opening has been a breeze. Thinking this would be the norm to get to and from campus I soon found this to good to be true. Commuting to work this morning the sign boards were up announcing that I-80 East/West and I-215 East West through the valley would be under construction. We also have the light rail addition to

campus scheduled to be completed the latter part of this year constricting a major access to downtown Salt Lake. I suddenly realized I will not be able to get to campus in a comfortable fashion again until after the Olympics, maybe!

Progress is a difficult concept to measure especially when it involves your own personal comfort and space. Over the past two years we have changed everything, well almost everything to accommodate our changing and growing campus. Getting to campus in 20 minutes is much more pleasant than 45 minutes of stop and go heavy traffic. Parking in front of my building is much more acceptable than the alternative block away having to cross a major road.

With the Olympics and our campus growth everything will have changed but a close look indicates really nothing has changed. growth and change are inevitable. I'm also older!

COLORADO REPORT

By John Bruning

Located just a few hundred yards from the confluence of the South Platte River and Cherry Creek in downtown Denver, Colorado, the Auraria Higher Education Center has the largest student enrollment of all of Colorado's institutions of higher education. Three separate institutions, the University of Colorado at Denver, Community College of Denver and Metropolitan State College, with a combined enrollment of 33,000 students, share the Auraria classroom space and general services in a unique arrangement. Auraria's urban location and non-traditional environment allows commuter students a variety of educational options.

Jim Kelley, Director of Facilities Management and former RMA President, oversees the management of the campus facilities under the umbrella of a fourth entity, the Auraria Higher Education Center (AHEC). Other centralized non-academic AHEC services include the book center, a child-care center, scheduling office, police and security. The campus consists of 53 buildings on 127 acres of land with a total of 2.1M GSF. The unique space sharing arrangement realizes efficiencies and operating cost savings that keep tuition and fees lower than most traditional campuses. A high percentage of AHEC's students hold full-time jobs and many are married with children. The campus has one of the most diverse student populations in Colorado.

The Community College of Denver offers 90 different two-year associate degree and certificate programs that transfer credits to any Colorado four-year college or university. Metropolitan State College is a four-year institution, the largest undergraduate college in the United States, offering 50 majors and many unique degree programs. The University of Colorado at Denver is one of four University of Colorado system campuses and the only public university in Denver.

Balancing the services to each institution is one of Kelley's biggest challenges. Each institution contributes a proportionate share of AHEC's operating funds, based on their percentage of the overall enrollment. The AHEC Board, consisting of the three institution's presidents or chancellor, three Governor appointees and three system representatives (University of Colorado system, Community College system and State College system), governs the Center. Kelley's supervisor, Vice President for Administration Dean Wolf, reports directly to the AHEC Board and oversees all of AHEC's non-academic services.

The AHEC campus is laid out on a 30' grid system into which each building and the supporting infrastructure fit in a very organized fashion. Formal tree and ornamental plantings create an "urban park" setting for the campus. The historic Tivoli building, formerly the Tivoli Brewing Company, provides an architectural contrast to the contemporary AHEC facilities and is used as the student center and retail area. The \$38M King Center, a new performing arts center, was recently completed and added 36 classrooms, a 500 seat concert hall, a theater, 3 rehearsal theaters and a recital hall to AHEC's space inventory. A \$10M renovation of the Visual Arts Center is currently in the planning stages.

Kelley says that air pollution, traffic, parking and gaining access to work in the highly scheduled facilities are all challenges that affect Facilities Management's work on the AHEC campus. Jim has been at AHEC for twenty years and has seen dramatic changes in the campus. The Auraria Higher Education Center is a very unique institutional member of the Rocky Mountain Association.



Editor's Corner

By Paul Smith

The international annual meeting and educational conference in Montreal, Canada was exceptional. The education sessions were thought provoking and the networking opportunities were everywhere. I strongly encourage you to attend an annual meeting. The next meeting is in Phoenix and will be hosted by Arizona State University. Our regional conference is almost here and if you haven't registered it is not too late. You will get the opportunity to visit some world class attractions found nowhere else in the world. As they say in the South y'all come, you hear!!

I am still in need of correspondents for Arizona and Canada. If you are interested please contact me at psmith@pimacc.pima.edu or (520) 2-6-4758. Also now is the time to put in your request for a scholarship to the Institute for Facilities Management or the Leadership Academy. I have enclosed an application form and the completed form needs to be sent to Mark Shively, University of Wyoming, P O Box 3227, Laramie WY 82071-3227. If you have any questions about the scholarship process feel free to contact me.

Look forward to seeing you in Tucson.

Purchasing Verses Supply Management

By Ralph L. Long, C.P.M.
Pima Community College

Lots of articles have been written, speeches given, and discussions conducted about the direction the purchasing department should be taking in the future. Educational institutions are frequently ahead of industry in implementing operational improvements, but the current business trends have been happening at a speed that has caused even the most progressive institutions to stop and take notice. Many purchasing professionals are not interested in the traditional supply management field but many of the activities going on around us will force change in how we do business and purchasing will change – like it or not.

In a recent speech by Dr. Dale Rogers, Dean of the Logistics School, University of Nevada, Reno he stated that the future of purchasing is closely tied to supply management.

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The problem many of us have is with the traditional roles. Purchasing buys items at the right price, quality and terms. Supply management is in the physical handling, controlling, security and reporting of materials. Clear, understandable, easy to establish boundaries.

Wait, business is changing and our views need to change. Companies are down sizing, cash flow is more important, and product life cycles are being reduced everyday. There may not be time for the traditional requisition/P.O. cycle.

For example, what do you think the life cycle of a pair of Nike shoes is? Actually 60 – 90 days. Think for a moment of the product development, retooling, packaging materials, manufacturing, retail distribution, advertising and finally the product is placed on the shelf at your local dealer. Sixty to ninety days later a new product is coming down the line and replaces the model just released. Many of the retail products we buy are moving at a much faster pace.

Another change is that many companies are maintaining less inventory and expecting suppliers to assist in product development. Dell computer maintains five days of inventory and is planning to reduce to three days. Gateway advertises they make computers to order. These companies do not intend to maintain the large inventories of the past. The implication for purchasing is that we can no longer just place orders based on user requests. Buyers must be more pro-active, establish contracts based on forecasts and let the user place the actual requirement.

There is talk today about virtual manufacturing. Many companies “manufacture” a product but don’t devote a single resource to the actually manufacturing. It’s all done through outsourcing. Outsourcing will be a significant task of purchasing in the future if it is not already. The typical adversarial relationship between buyer and supplier has been changing over the past few years to one of a partnership. Suppliers must be involved early in the development of major projects to insure the latest, state of the art products are available and project deadlines are met. Purchasing people must manage contracts, expedite deliveries, and coordinate with suppliers in a much different manner than the traditional role. Purchasing will be involved in the supply management area in a very broad context.

Purchasing is in the best position to manage most of the supply chain functions. Purchasing must be an important part of the team from project development to actual delivery of product. The focus must change from order placing to supply management.

An example of the future for purchasing is reflected in the office supply contracts offered today by several companies. A contract is put in place, the user places “as needed” orders, and the products are delivered the next day. Users deal directly with the supplier/contractor; purchasing establishes the contract and monitors its operation. This type activity can be expanded to effectively use the internet or web technology (B2B).

Many other initiatives are being generating on a day-by-day basis. They require understanding and evaluation to determine which apply and which will not fit our operation. Purchasing professionals are continually focused on providing timely support to our customers while providing resources to the implementation of new ways of doing business. The one sure thing in the future for purchasing is change. Do we wait and see, or take an active part in shaping the future. Maybe we won’t have a choice.



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

See You There!!!

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.

REGIONAL OFFICERS 2000-2001

President	Craig Bohn	University of Utah
First Vice President	Paul Smith	Pima Community College
Second Vice President	Steve Baldick	University of Calgary
Third Vice President	David Brixen	Arizona State University
Secretary/Treasurer	John Bruning	University of Colorado, Boulder
Newsletter Editor	Paul Smith	Pima Community College
Senior Representative	Wayne White	Utah State University
Junior Representative	Harvey Chace	University of New Mexico

FUTURE MEETINGS

2001 Annual Meeting	Tucson, AZ	Pima Community College
2002 Annual Meeting	Banff, Alberta, Canada	University of Calgary
2003 Annual Meeting	Tempe, AZ	Arizona State University