

ROCKY MOUNTAIN APPA

MANAGING IN DIFFICULT TIMES

September 16-19, 2012
Sheridan, Wyoming

Hosted by

 **Casper College**



2012-2013 RMA FINAL PROCEEDINGS

September 16-19, 2012

Sheridan, Wyoming - Hosted by Casper College

Proudly serving the states of Arizona, Colorado, Montana, New Mexico, Utah, Wyoming and the Canadian Provinces of Alberta and Saskatchewan.

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APPA Liaison	Lander Medlin, APPA
APPA Representative Attending :	David Gray, President
	Lander Medlin, Executive Director

AWARDS WINNERS

The following individuals and institutions were recognized at the RMA awards banquet:

Val Peterson Award Chris Kopach, University of Arizona

Lee Newman Award Chevron Energy Solutions

Golden Nugget Awards:

Large University of Arizona

Medium Montana State University

Small Montana State University at Billings

14'ers Club – New Members:

David A. Cain Coconino Community College

George F. Krell Emeritus

Gary L. Reynolds University of Colorado, Colorado Springs

Kirk Leichliter University of Northern Colorado

George Eckhardt Colorado College

Jack Hug Emeritus

Lindsay Wagner Northern Arizona University

Doug Watson BYU - Idaho

Gary Smith University of New Mexico

Mary Alford University of Colorado Boulder

Brian Hadley Weber State University

Bob Askerlund Salt Lake Community College

Jeff Turner Emeritus

CONFERENCE OVERVIEW

Dates	September 16th – 19 th , 2012	
Location	Sheridan, Wyoming	
Theme	Managing in Difficult Times - Cowboy Up!	
Attendance	235 Delegates 44 Partners	
Accommodations	Holiday Inn Sheridan Convention Center Mill Inn & Candlewood Suite's (overflow)	
Conference Gifts	Spurs by Kings Ranch Shirts by Spirotherm Travel Bags by West Vanity Plates	
Trade Show	44 booths sold	
Sponsorship	Pure Gold (1), Gold (2), Silver (4), Copper (38)	
Keynote Speakers	Walt Stasinski, The Power of Fun at Work Don Mann, Former Navy Seal	
Monday Activities	Golf Tournament at the Powder Horn Golf Course Fishing on the Big Horn River Sheridan Trolley Tours	
Companion Activities	Spear-O-Wigwam Sheridan Trolley Tours	
Evening Activities	Sunday	Board dinner held at Spear-O-Wigwam
	Monday	Welcome Reception at the Mint Bar
	Tuesday	Chuck wagon Dinner at Eaton's Ranch, music by the Craft Brothers
	Wednesday	Reception & Closing Ceremony, entertainment by The Blues Brothers

BUSINESS PARTNER ACKNOWLEDGEMENT

The host committee sincerely thanks the following Business Partners for their contributions to RMA 2012:

PURE GOLD

Chevron Energy Solutions

GOLD

Ameresco, Inc

Spirotherm

SILVER

GLHN Architects & Engineers

SchoolDude

Xpedx

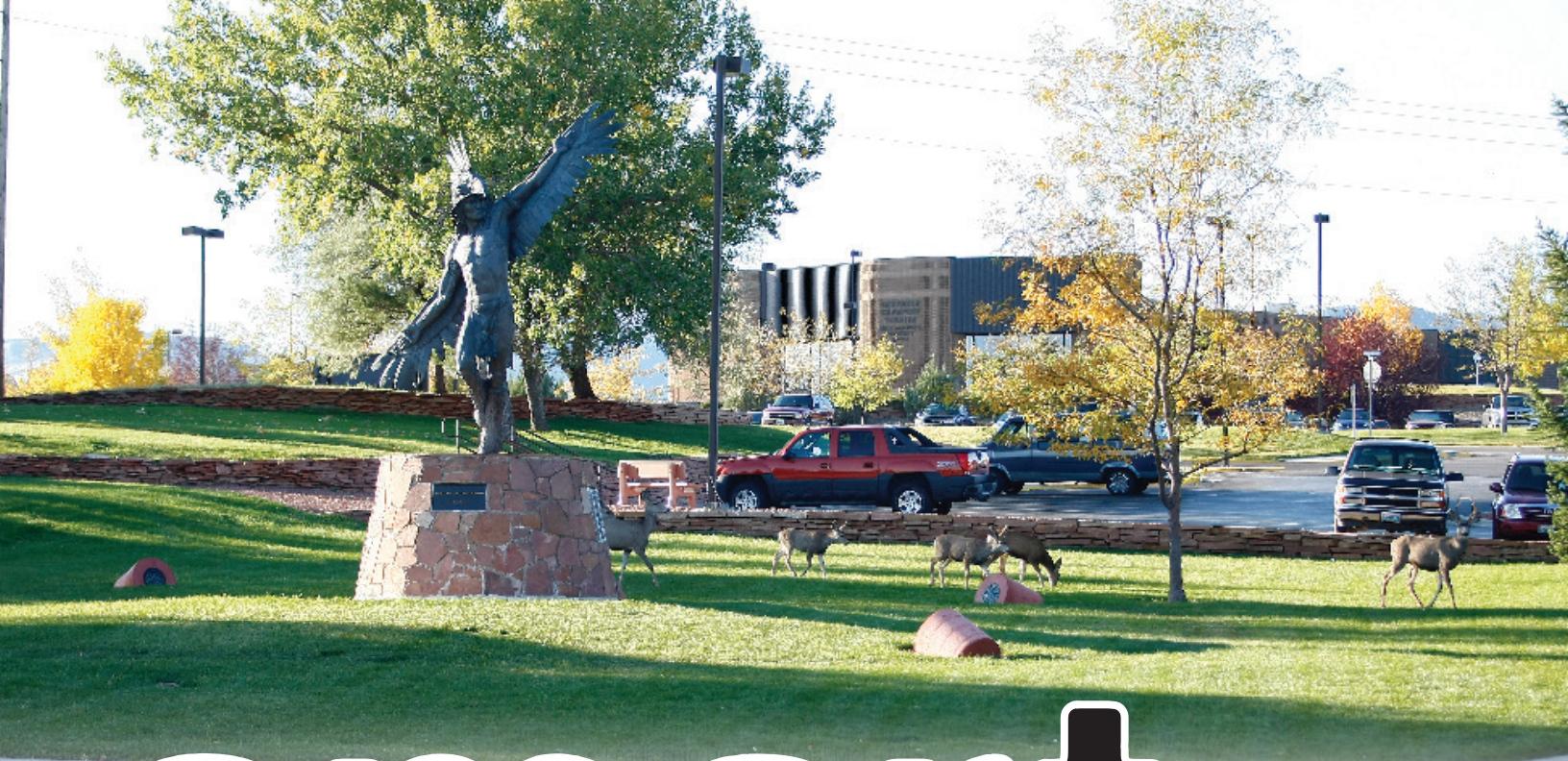
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TMA Systems
NAC Architecture
Club Car, LLC
Schneider Electric

Grainger
Composite Cooling Solutions
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Tero Consulting
INVISTA
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**September 16-19, 2012
Sheridan, Wyoming**

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Welcome to Sheridan!

On behalf of RMA 2012 planning committee and Casper College I would like to welcome you to Sheridan, Wyoming.

Prior to 1892 when the Burlington and Missouri Railroad came to Sheridan, Wyoming the land that would become Sheridan was purchased by a civil war veteran by the name of John D Loucks. The claim was 40 acres for which he paid \$40. He envisioned the town as it would become while sitting atop a hill one spring evening in 1882 and began drawing the city that would become Sheridan on the back of a sheet of gift wrap paper. After the arrival of the railroad the Sheridan Inn was built and was hailed as the finest hotel between Chicago and San Francisco. The hotel was built with the first electric lights and bathtubs in that area of the state. The cost of a high end dinner price was .50 cent at the opening. Buffalo bill Cody managed the hotel from 1894 to 1896. The hotel's front porch was built along the 'L' shaped structure and was used to hold auditions for Buffalo Bills Wild West show.

The town of Sheridan, Wyoming, is one of the best cities in the American west, especially for those who love history, the outdoors and the cowboy way of life. In fact, Sheridan has made several well-known lists to support this assertion, including The Top 200 Towns for Sportsmen by Outdoor Life Magazine, 101 Best Western Events (the Sheridan WYO rodeo), Best Old-House Neighborhoods by This Old House, Distinctive Destination in the Nation by National Trust for Historic Preservation, Top 100 Adventure Towns by National Geographic Adventure Online and 20 Best Places to Live the West by American Cowboy. With these and other acclaims to its credit, Sheridan definitely stands out, offering much to its citizens and visitors.

The planning committee has put together this conference that brings together facility professionals from Western Canada, Alberta and Saskatchewan, delegates from Arizona, Colorado, Idaho, Montana, Utah, New Mexico, and Wyoming. We have an outstanding schedule of educational sessions revolving around the theme "cowboy up" and how to manage in difficult times. This also provides wonderful opportunity for networking with other facility partners as well as a wide variety of business partners. It is my hope that you will take this time to enjoy the atmosphere of Sheridan, Wyoming and this conference and walk away with great memories, hopefully new ideas, and a few more friends.

Enjoy you time in Sheridan!

Mike Sawyer

Pat Allen

Lynnea Cook

Welcome

Sunday, September 16, 2012

- 7 a.m. Breakfast on your own
- Noon – 5 p.m. RMA Board of Directors Meeting – Includes lunch (by invitation only)
- 3-5 p.m. Early Arrival – Registration Desk Open, Conference Center Lobby
- 3-5 p.m. Early Booth Set-up – Hotel Atrium
- 6-9 p.m. RMA Board of Directors Dinner, meet in Lobby at 4 p.m. (by invitation only)

Monday, September 17, 2012

- 6:30 a.m.-5 p.m. Fly-fishing Activity – Big Horn River (meet at bus at hotel main entry)
- 7 a.m. Breakfast on your own
- 7 a.m. Early set-up for Business Partners – Early set-up begins
(Note: exhibit area will have some non-attendeo traffic)
- 8 a.m.-4 p.m. Registration Desk Open (Conference Center Lobby)
- 7:30 a.m.-2 p.m. Golf Activity – Powder Horn Golf Course (meet at hotel lobby) Breakfast included. Tee off at 9 a.m.
Sponsored by TM Buildings. Yellow ball sponsored by RHM Group.
- TBD Sheridan Trolley Tours – Shopping and Exploration on your own
(meet at bus at hotel main entry)
- 5-6 p.m. Registration Desk Open (Conference Center Lobby)
- 5:30-6 p.m. Pre-reception Welcome and Meeting for First Time Attendees to RMA Educational Conference
Sibley
- 6-10 p.m. Welcome Reception at The Historic Mint Bar – Dinner Buffet sponsored by Chevron
Trolley Shuttle will run 30 minute intervals from Hotel to Mint Bar



Photo courtesy of Wyoming Travel and Tourism

Tuesday, September 18, 2012

7 a.m. Breakfast Buffet, Geneva-Solitude-Diamond
 7 a.m. Registration Desk Open (Conference Center Lobby)

8 a.m. General Session, Keynote Address
Keynote Speaker: Walt Stasinski - "The Power of Fun at Work"
Geneva-Solitude-Diamond

9 a.m. Hosted Coffee and Tea Break – Business Partner Time
 Atrium

Companion Activities:

9 a.m.-4 p.m. Spear-O-Wigwam (meet at hotel main entry) – Sponsored by Xpedx
 TBD Sheridan Trolley Tours – Shopping and Exploration on your own
 (See Schedule for times. pick up at hotel main entry)
 10:30 a.m. Hosted Coffee and Tea Break – Business Partner Time
 Atrium

9:30 a.m. **Session 1:**
 Education Session 1 – Course Option 1 – Geneva
"Times are difficult...Do your facilities care...Does anyone care?"
Thomas Huberty - Sightlines
Glen Haubold - New Mexico State
Christopher Kopach - University of Arizona

Education Session 1 – Course Option 2– Solitude
"Energy Performance Contracting"
Christopher Berry – Trane/Ingersoll Rand

Education Session 1 – Course Option 3 – Diamond
"Great Leaders Inspire"
Walt Stasinski

RMA Meeting 1 – Chaparral
Membership Committee

11 a.m. **Session 2:**
 Education Session 2 – Course Option 1 – Geneva
"Organizational Effectiveness by Reducing Process Costs"
Amy Gurske - W. W. Grainger
Chris Kopach - University of Arizona

Education Session 2 – Course Option 2 – Solitude
"Developing and Understanding Cost Estimation"
Anthony Durst - AP Wyoming

Education Session 2 – Course Option 3 – Diamond
"Increasing Employee Performance through Recognition and Reward"
Laura Lehan

RMA Meeting 2 – Chaparral
Awards and Recognition Committee

Noon Lunch and Business Partner Time – Atrium
 Round Table discussions – Business Partner Panel – Diamond/Solitude/Sibley

- 1 p.m. **Session 3:**
 Education Session 3 – Course Option 1 – Solitude
“Construction in Lean Times”
Tim Brekel – Architect Resource Consultants
- Education Session 3 - Course Option 2 – Geneva
Part 1 – “How is Facilities Management involved in Sustainability on your Campus”
Lindsay Wagner - Northern Arizona University
- Education Session 3 - Course Option 3 – Diamond
“Employee Engagement”
Laura Lehan
- RMA Meeting 3 – Chaparral
Information and Research Committee
- 2 p.m. Hosted Coffee and Tea Break – Business Partner Time
 Atrium
- 2:30 p.m. **Session 4:**
 Education Session 4 - Course Option 1 – Geneva
Part 2 – ‘How is Facilities Management involved in Sustainability on your Campus’
Lindsay Wagner - Northern Arizona University
- Education Session 4 - Course Option 2 – Solitude
Utility Roadmap: “From the depths of the Tunnels to the Peaks of the Steam Vent”
William I. Nelson - GLHN
Christopher Kopach - University of Arizona
- Education Session 4 - Course Option 3 – Diamond
“On the Job Talent Management”
Laura Lehan
- RMA Meeting 4 – Chaparral
2013 Host Committee
- 3:30 p.m. Informal Business Partner Time
 Atrium
- 5-10 p.m. Dinner at Eaton Ranch (meet at the bus at hotel main entry, dress in layers)
 Provided by SchoolDude

Group Photos by State:

- 6 p.m. First Time Attendees to RMA
 6:10 p.m. Canada
 6:20 p.m. Wyoming
 6:30 p.m. Utah
 6:40 p.m. New Mexico
 6:50 p.m. Montana
 7 p.m. Idaho
 7:10 p.m. Colorado
 7:20 p.m. Arizona

Wednesday, September 19, 2012

7 a.m. Breakfast Buffet – Geneva-Solitude-Diamond
 7 a.m. Registration Desk Open (Conference Center Lobby)

8 a.m. General Session, Motivational Address
Don Mann, Former Navy Seal
Geneva-Solitude-Diamond

9-9:30 a.m. General Membership Business Meeting – Geneva-Solitude-Diamond

9:45 a.m. **Session 5:**
 Education Session 5 - Course Option 1 – Geneva
“Implementation of an ISO Quality Management System Approach to Improve Organizational Effectiveness”
Stuart MacLean - MacEwan University
 Education Session 5 - Course Option 2 – Solitude
“Boiler Plant Efficiency upgrade design considerations”
Rich Apple - Engineered Products Company
 Education Session 5 - Course Option 3 – Diamond
“Learning Environments Matter”
Jack Mousseau - MOA

RMA Meeting 5 – Chaparral
14’ers Club Meeting

Companion Activities:

TBD Wagon Box Fight Battlefield , Bradford Britton, and Ft Phil Kearney (Trails, Tours, and Museum)
 10:45 AM Hosted Coffee and Tea Break – Business Partner Time
 Atrium

11 a.m. **Session 6:**
 Education Session 6 - Course Option 1 – Geneva
“Leadership and Organizational Effectiveness”
Kim Ketchem, Rocky Mountain Trane
 Education Session 6 - Course Option 2 – Solitude
“The Value of Building Information Modeling”
Brandon Daigle - MOA

RMA Meeting 6 – Chaparral
Professional Development Committee

Noon Lunch and Business Partner Time – Geneva-Solitude-Diamond
 Round Table Discussions

- 1 p.m. **Session 7:**
 Education Session 7 - Course Option 1 – Geneva
“Do-It-Yourself Landscape Master Plan”
Victoria Drummond - Montana State University
- Education Session 7 - Course Option 2 – Solitude
“Understanding Lighting Efficiency”
Jacob Cain - Weber State University
- Education Session 7 - Course Option 3 – Diamond
“Creating a LEED Platinum Large-Scale Residence Hall”
Curt Huetson, University of Colorado-Boulder
Heidi Roge, University of Colorado-Boulder
- RMA Meeting 7 – Chaparral
Business Partner Debrief with 2011 and 2012 Hosting Committee
- 2 p.m. Hosted Coffee and Tea Break – Business Partner Time
 Atrium
- 3 p.m. **Session 8:**
 Education Session 8 - Course Option 1 – Solitude
**“Money’s Worth: Design and Energy Efficiency Strategies
 for a High-Impact Renovation”**
Chris Coulter - Colorado College
Alison Rainey - Shepley Bulfinch
- Education Session 8 - Course Option 2 – Diamond
“A Day in the Life of Sustainability”
Kyra Weinkle - Long
- RMA Meeting 8 – Chaparral
Hosting Committees – Conference Debrief: 2012 and 2013
- 4 p.m. Informal Business Partner Time and/or Tear Down
 Atrium
- 5:30-6 p.m. Hosted Reception with hor d’oeuvres (Convention Center Lobby/Hallway)
- 6-10 p.m. RMA Awards Ceremony and Conference Closing and Special Entertainment
 Geneva-Solitude-Diamond-Sibley
 Dinner provided by Ameresco



The Power of Fun at Work

Walt Stasinski

Tuesday, September 18 • 8 a.m.

Learn practical strategies to enjoy your job and to manage your stress. Work can be fun if you choose to make it fun. Find out how to enjoy the lighter side of success and even get a standing ovation for all your accomplishments? According to the business journal, Human Resources Focus, 96 percent of the executives surveyed said that employees with a sense of humor do a better job than employees with little or no sense of humor.

“

Myth: You have to be serious to be successful.

”

Benefits:

- Discover the crucial difference between employees who have fun at work and those who don't.
- Find out how to give coworkers recognition in a fun way.
- Learn how humor fosters more productive staff meetings.
- Reduce the amount of stress hormones in the bloodstream with laughter.
- Discover how humor enhances your communication skills.
- Find out the value of humor in resolving conflicts at the workplace
- Learn the way to end the work week with a laugh and drive home with a smile on your face.

Walt Stasinski

I was born the son of hard-working Polish immigrants who came to the U.S. with not much more than the clothes on their back. My father worked hard in a foundry to bring the American dream to his family. I didn't start talking until I was three years old. By that time, my parents were ready to take me to a specialist. Ironically, here I am now, a professional speaker. I guess I'm trying to make up for lost time.

After earning a Master's Degree in Education from Wayne State University and a Master's Degree in Public Health (MPH does not stand for miles per hour) from The University of Michigan, I began my real education, in the school of hard knocks. My early "speaking" career began as a teacher and football coach at Wayne State University. This is where I learned

how to motivate and inspire. I also found out that people learn more when they're having fun, so I use humor to get the message across to my audience. I have my personal reasons too. Let's face it; life is just a lot easier with a smile on your face and a hearty belly laugh.

I enjoyed my success at Wayne State. I even won a football championship, but after a number of years I was eager to find another growth opportunity. I found it in the healthcare industry. I directed programs at hospitals including the Wellness Initiative for 10,000 employees at Beaumont Hospital in Royal Oak, Michigan.

I graduated from the school of hard knocks. The solutions I offer are for the real-world. They are straightforward, common-sense ideas that will work in your life.

Don Mann, Former Navy Seal

Wednesday, September 19 • 8 a.m.

Don Mann's impressive military biography includes being a decorated combat veteran; Corpsman; SEAL Special Operations Technician; jungle survival, desert survival, and arctic survival instructor; small arms weapons instructor, foreign weapons instructor, armed and unarmed defense tactics, advanced hand-to-hand combat instructor; and Survival, Evade, Resistance and Escape Instructor; in addition to other credentials.

Mann is the author of the autobiography *Inside SEAL Team Six: My Life and Missions with America's Elite Warriors*. When Osama bin Laden was assassinated, the entire world was fascinated by the men who had completed the seemingly impossible mission that had dogged the U.S. government for over a decade. SEAL Team Six became synonymous with heroism, duty, and justice. Only a handful of the elite men who make up the SEALs, the US Navy's best and bravest, survive the legendary and grueling selection process that leads to Team Six, a group so classified it technically does not even exist. There are no better warriors on Earth.

Mann knows what it takes to be a brother of this ultra-selective fraternity. As a member of SEAL Team Six for over eight years and a SEAL for over 17 years, he worked in countless covert operations, operating from land, sea, and air, and facing shootings, decapitations, and stabbings. He was captured by the enemy and lived to tell the tale, and he participated in highly classified missions all over the globe, including Somalia, Panama, El Salvador, Colombia, Afghanistan, and Iraq. As a current training coordinator for several civilian SEAL training programs, and as a former Training Officer of SEAL Team Six, he was directly responsible for shaping the bodies and minds of SEALs who carried out the assassination of Osama bin Laden.

But to become a SEAL, Mann had to overcome his own troubled childhood and push his body to its breaking point-and beyond. At the podium and in *Inside SEAL Team Six*, he shares a high

octane narrative of physical and mental toughness, giving unprecedented insight to the inner workings of the training and secret missions of the world's most respected and feared combat unit.

Mann is known for producing and directing more multi-day, multi-sport, adventure races, triathlons and SEAL training events than any other person in the world. He has over 20 years (1,000+ races) worth of competitive racing experience, and was once ranked 38th in the world as a triathlete.

Mann has been featured on: ABC, CBS, CBN, CNN, OLN, ESPN, MSNBC Morning Joe, Weather Channel, 20/20, RUSH International, FOX Family network, Fox and Friends, Good Morning San Diego, The Ski Channel, the Lars Larsen Show, The Breakfast Buss, NPR, and CNN radio in addition to others. Articles on Don can be found in: Sports Illustrated, Wall Street Journal, Boston Globe, Washington Post, Men's Fitness, Runner's World, Triathlete, Trail Runner, National Geographic Adventure, Outside Magazine, Business Week, Fortune, Forbes, New York Times, Denver Post, Minneapolis Star Tribune, Rapid City Journal, Washington Post, Newsweek, Military Press, Adventure Sports Magazine, Chicago Sun Times, American Thinker magazine, Boys Life, CNN.com, iTunes, Blackfive.net and Myshef.com.as well as many more print and web based sources.

Mann received a Masters in Management from Troy State University, in Troy, AL, a B.S. in International Relations & Criminal Justice, from Florida State University, in Tallahassee, FL, and a B.S. in Liberal Science, from State University of New York. He lives in Virginia Beach, VA.



Option 1 **Times are Difficult... Do Your Facilities Care? Does Anyone Care?** **Provide the Power of Perspective to Campus Administration to Effectively Make the Case**

Thomas Huberty, Sightlines, LLC

Glen Haubold, New Mexico State University

Christopher Kopach, University of Arizona

In this session New Mexico State University and the University of Arizona, will share with you the steps they have taken to harness vast amounts of facilities and financial data. Additionally, they will share how they have used this knowledge to provide strategic decision support not only within their respective facilities organizations but also with senior administration and across the broader campus community. In a time of limited resources and competing demands, these campuses will share how they have been able to retain or even increase critical areas within their operations such as deferred maintenance funding. Through a process of independent third party validation, benchmarking, and analysis they have been able to position their organizations for success. The creation of a common vocabulary allows information to be communicated effectively from the boiler room to the board room, thus helping their institutions understand both the impact of historic decisions and what

the impact of future decisions may be on campus facilities. Much like institutions analyze the ROI of their endowments, Sightlines' Return on Physical Assets (ROPATM) model allows campuses to understand the interrelation of annual stewardship, asset reinvestment, operating effectiveness, and customer service; and how decisions in one of these areas can either positively or negatively impact other areas.

Learning Outcomes

- How these campuses have harnessed vast amounts of raw facilities data to create a knowledge base "Map" of strategic facilities information.
- How they are using the knowledge to more clearly understand the challenges and opportunities they are facing.
- How effective communication can provide a broader appreciation and understanding of facilities demands and opportunities across campus.



Thomas Huberty



Glen Haubold



*Christopher
Kopach*

Option 2

Leveraging Energy Efficiency and Water Conservation Savings through Energy Performance Contracting

Christopher Berry, Comprehensive Sustainability Solutions, Business Development Manager, Rocky Mountain Trane

John Canfield, C.E.M., C.B.E.P., C.L.E.P., President and Owner, Trident Energy Services, Inc.

Kim Ketchem, Rocky Mountain Trane

All across the United States local governments are under scrutiny to use fewer resources, become more efficient, and reduce costs. This can seem daunting especially when expenditures start to outweigh revenues and the costs associated with energy and water development and use start getting out-of-hand. Many local governments readily understand the value of adopting sustainability initiatives, but figuring out how to incorporate these measures into your operations can create quite a challenge.

Often, integration throughout the organization is the culprit leading to a hodgepodge of efforts resulting in an inability to leverage savings and benefit from the initial investment. This is regrettable, when the best of intentions doesn't lead to the kinds of returns you hope to achieve when you start the energy performance contracting process.

To achieve a truly integrated and comprehensive energy performance contracting outcome, it is important to understand the delicate balance between upfront costs and your desire to achieve a return on investment. Any outcomes should be based on actionable tasks that are designed with your comprehensive goals and aspirations fully embedded.

Our presentation will examine the intricate balance associated with embedding energy efficiency performance contracting within a comprehensive, inclusive, and unique sustainability process that leads ultimately to actionable outcomes and reduced costs.



Christopher Berry, as a Business Development Manager for Rocky Mountain Trane, Chris is responsible for facilitating Trane's business development strategy with respect to the development of strategic business relationships with local government

entities in the Rocky Mountain West region.

Chris' responsibilities include leading business development operations in the sustainability field including partnering with local governments in developing sustainable management solutions that include clean technologies, energy efficiency, water conservation, and energy performance contracting.

As a former Mayor of the city of Lafayette, Colorado, Chris led local and regional initiatives to promote and implement renewable energy, energy efficiency, and water conservation projects.

John Canfield has worked for over 30 years in the energy field as an engineer and consultant and founded Trident Energy Services in 1999. John has extensive experience, including conducting energy audits and assessments of well over 100 million square feet, serving as Energy Engineer and Manager in the Department of Facilities Management at the University of Colorado at Boulder, co-founding an energy services company, and now, as the president of Trident. As a consultant, John has assisted in the design, development, and successful implementation of multiple state-administered energy savings performance contracting (ESPC) programs, including Colorado, Utah, Montana, and Wyoming. In addition to Colorado, John is presently working with the Wyoming Business Council's State Energy Office facilitating its Wyoming Energy Conservation Improvement Program (WYECIP). John has trained several additional ESPC consultants throughout the years.



Kim Ketchem has been in the energy industry for over 6 years. Kim's experience is in energy projects across the Rocky Mountain Region with a primary focus in higher education institutions, municipalities and local government. Kim received her Undergraduate degree from the University of Denver and her Graduate degree from Colorado State University. Kim is also a Certified Energy Manager specializing in energy performance contracting, sustainability management systems and turnkey energy projects.

Option 3

You Can Be a Great Leader Only if You Have a Heart

Walt Stastinski

Option 1 **Organizational Effectiveness by Reducing Process Costs**

Christopher M. Kopach, CPMM, Assistant Vice President Facilities, University of Arizona

Amy Gurske, Consulting Manager, W.W. Grainger

Fewer resources, shrinking budgets and dwindling headcount in tough times drives facilities departments to get smarter regarding their business. When Chris Kopach, of the University of Arizona, took over as Director of Facilities Management, it was time to take a deeper dive into how each trade was approaching their maintenance, repair and operating budget and standardize across all trades to cut down process costs and increase productivity while maintaining service levels. Chris engaged Grainger Consulting Services to come in and document the current state of all trades individually. They were able to make recommendations to streamline process, standardize products and create a smart inventory model that ensures the facilities personnel has the right product at the right time while keeping on-hand values low. By developing a solid change management model for ensuring success through all the changes taking place, Chris empowered his employees to thrive through change and delivery savings back to the University.

Learning outcomes

- Standardization of efficient processes across an organization to improve productivity
- Effectively coaching through Change
- Approaching Inventory as a strategic investment



Amy Gurske



Christopher Kopach

Option 2 **Developing and Understanding Cost Estimation**

Anthony Durst

For those who are thinking about building something in the future, creating a master plan currently, or are in design of a structure, how are you determining the costs of the vision you want to create? We would like to take this opportunity to help you understand the keys to success when developing a cost for a construction project. In this presentation you will get an understanding of how a project can be prosperous from the napkin sketches early on to right before you move that first piece of dirt. Please join DLR Group & AP Wyoming in Developing and Understanding Cost Estimation.



Anthony Durst, LEED AP. For the past 7 years Anthony has worked for AP in the Preconstruction Service Department. With his educational background in Construction Management, he takes pride in working with owners and architects to develop costs for the vision they create. Anthony's main role is to keep projects within budget while keeping the preconstruction tasks in order. He has been given the opportunity to work on several educational projects across the region. Anthony is dedicated in developing strong chemistry throughout project teams, and understands the importance of keeping those long lasting relationships.

Anthony holds a Bachelors of Construction Management from South Dakota State University and is a LEED Accredited Professional.

Option 3

Increasing Employee Performance Through Recognition and Reward

Laura Lehan

Recognition, simply defined is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual or team. Recognition is one of the manager's most effective tools for fostering on-the-job motivation and performance.

Learning outcomes

- Understanding what recognition is and what it isn't.
- Benefits & research on performance recognition.
- Guidelines & steps for implementing an effective recognition system.
- Recognition ideas – not falling back on monetary rewards.



Laura Lehan, a Management Development Consultant and Executive Coach with over 20 year's business experience. Laura has built a national consulting practice, PeAk Consulting, which specializes in helping companies increase the performance of their employees, managers and teams. Her client list includes: Microsoft, Vista

West Engineering, GeoEngineers, Hyundai Motor America, Philips Medical Systems and Puget Sound Energy.

Laura's corporate career began at Patagonia Sportswear, a company recognized for its unique and highly successful approach to employee productivity and engagement. She managed Human Resources for their distribution and manufacturing and was then promoted to carry-out employee relations for their 400+ retail and corporate staff. After leaving Patagonia, Laura went to work as a Consultant for Drake, Beam, Morin, Inc. a global consulting firm specializing in change management and talent development. 16 years ago, while living in Seattle, Laura decided to start her own consulting firm working with start-up to fortune 500 companies.

Along with a Bachelor of Science degree in Education from Northern Arizona University, Laura studied in the master's program at the Leadership Institute of Seattle. She is a certified facilitator for Development Dimensions International and is qualified to administer the Myers-Briggs Type Indicator®. She is a board member for Sheridan County Chamber of Commerce and on the board of the Big Horn Mountain Chapter of the Society of Human Resource Management.

Session 2

Option 1 **ARC Presents: Construction in Lean Times**

Tim Brekel, Principal, ARC Integrated Program Management, Inc.

This presentation will focus on how ARC qualifies and selects design teams, contractors, sub-consultants, etc. during risky financial times. We will discuss how to protect the Owner's interests and manage risk during recessions. And we will discuss how we assist the Owner and/or other stakeholders in selecting and negotiating agreements with each design team for the various portions of this project.

Learning outcomes:

- Learning a consistent approach to the marketplace;
- Contracts designed for accountability; and
- Knowing exactly what team you are getting based on qualifications, ability and fee.

Option 2 **How is Facilities Management Involved in Sustainability on Your Campus? Share Best Practices and Develop New Ideas – Part 1**

Lindsay Wagner, Director of Energy Management and Sustainability, Northern Arizona University

Utilizing a combination of interactive methods such as town hall, world café, Socratic, and village fair, energy management and sustainability professionals from RMA institutions will facilitate a 2 hour workshop involving the participants in the generation of a best practices document. Facilities management departments have the opportunity to be a major part of sustainability efforts. Participants will share what is happening at their institutions as well as be part of developing new ideas. This is a fun interactive experience for all involved. It would be possible, and the most productive to do this as a conference wide activity.

Learning Outcomes

- Opportunity to participate in an interactive process and share best practices regarding the involvement of Facilities Management staff in sustainability efforts.
- Generation of a best practices take away to be posted on the RMA website.
- Sustainability Efforts are not a competition. We will move forward faster if progress is made together.



Lindsay Wagner is the Director of Energy Services and Sustainability at Northern Arizona University. She has been employed by Facility Services since 1999 in a variety of roles as she worked her way through an undergraduate degree in Construction Management and then a Masters of Administration.

She is currently a PhD Candidate in the School of Earth Sciences and Environmental Sustainability, pursuing a degree in Engineering Sustainable Systems. Lindsay has managed numerous LEED building projects on campus and continues to work on developing a sustainable operations and maintenance strategy. She is currently involved in the management of an \$18 million dollar energy efficiency retrofit. Lindsay's day to day responsibilities include central plant and HVAC operations, sustainability, energy management, utility billing, utility procurement, and GIS mapping.

Option 3 **Employee Engagement**

Laura Lehan

We hear this term all of the time, but what does it really mean? Engaged employees are not just committed. They are not just passionate or proud. They have a line-of-sight on their own future and on the organization's mission and goals. They are "enthused" and "in-gear" using their talents and discretionary effort to make a difference in their sustainable business success.

Learning outcomes:

- Findings and statistics on engagement - correlation between engagement and retention.
- Understanding the different levels of employee engagement and the organizational impact.
- How to take a multi-faceted approach to improving your team's engagement.
- Utilizing career development as a tool to increase individual employee engagement.



Laura Lehan, a Management Development Consultant and Executive Coach with over 20 year's business experience. Laura has built a national consulting practice, PeAk Consulting, which specializes in helping companies increase the performance of their employees, managers and teams. Her client list includes: Microsoft, Vista West Engineering, GeoEngineers, Hyundai Motor America, Philips Medical Systems and Puget Sound Energy.

Laura's corporate career began at Patagonia Sportswear, a company recognized for its unique and highly successful approach to employee productivity and engagement. She managed Human Resources for their distribution and manufacturing and was then promoted to carry-out employee relations for their 400+ retail and corporate staff. After leaving Patagonia, Laura went to work as a Consultant for Drake, Beam, Morin, Inc. a global consulting firm specializing in change management and talent development. 16 years ago, while living in Seattle, Laura decided to start her own consulting firm working with start-up to fortune 500 companies.

Along with a Bachelor of Science degree in Education from Northern Arizona University, Laura studied in the master's program at the Leadership Institute of Seattle. She is a certified facilitator for Development Dimensions International and is qualified to administer the Myers-Briggs Type Indicator®. She is a board member for Sheridan County Chamber of Commerce and on the board of the Big Horn Mountain Chapter of the Society of Human Resource Management.

Session 3

Option 1 **How is Facilities Management Involved in Sustainability on Your Campus? – Part 2**

Lindsay Wagner

If you are tired of sitting and listening, this presentation is for you. In this highly interactive session we will evaluate the following questions: Do you find your Facilities Management Department in constant battle with your Office of Sustainability? Is there a way you can work together to make your campus a living and learning laboratory for sustainable practices? As Facilities Managers we have the opportunity to participate in the broader sustainability initiatives at our institutions, yet we find it difficult to build productive relationships with faculty and students. In an interactive process we will take a collective look at the relationships we can build and maintain ultimately creating a living, learning laboratory for all that experience our campuses. We will develop ways to collaborate with faculty and students advantageously offsetting the lack of resources we all struggle with. Through the sharing of experiences that have occurred across the RMA Region, together we will develop some best practices to utilize at our individual institutions.



Lindsay Wagner is the Director of Energy Services and Sustainability at Northern Arizona University. She has been employed by Facility Services since 1999 in a variety of roles as she worked her way through an undergraduate degree in Construction Management and then a Masters of

Administration. She is currently a PhD Candidate in the School of Earth Sciences and Environmental Sustainability, pursuing a degree in Engineering Sustainable Systems. Lindsay has managed numerous LEED building projects on campus and continues to work on developing a sustainable operations and maintenance strategy. She is currently involved in the management of an \$18 million dollar energy efficiency retrofit. Lindsay's day to day responsibilities include central plant and HVAC operations, sustainability, energy management, utility billing, utility procurement, and GIS mapping.

Option 2 **Utility Roadmap**

From the depths of the Tunnels to the peaks of the Steam Vent

Christopher M. Kopach, EFP, Assistant Vice President of Facilities Management, University of Arizona

William I. Nelson, P.E., President, Principal of Mechanical Engineering, GLHN Architects & Engineers, Inc.

The University of Arizona is moving through a very comprehensive long range utility planning process. This comprehensive plan will take the University into the year 2030 and includes all the utility systems on campus. This presentation will address both the results of the University of Arizona's efforts and outline the planning process. The University started with a critical capacity review which identified short, medium and long term needs. This roadmap forecasts utility projects from the tunnels to the plants to the buildings to include energy savings projects as well as creates the opportunity for staff development.

Learning objectives:

- To understand the complexity of utility planning in these difficult times.
- To learn the value of capacity reviews, utility analysis and the impact on campus growth.
- To understand the process involved in a three stage utility development plan.



William I. Nelson



Christopher Kopach

Option 3 **On The Job Talent Management**

Laura Lehan

To maintain innovation and engagement, employees must be equipped with a process to grow along with the organization.

The role of HR and management is to foster an environment where employees are able to develop as a natural part of their day-to-day work.

The result is an engaged workforce with employees who recognize that ongoing learning and development is the key to keeping themselves and the organization successful.

This session offers a tangible framework for career growth and how to coach others to engage more effectively in current assignments as well as prepare for future roles.

It has been presented to managers and employees both domestically and internationally from start-up to fortune 500 companies.



Laura Lehan, a Management Development Consultant and Executive Coach with over 20 year's business experience. Laura has built a national consulting practice, PeAk Consulting, which specializes in helping companies increase the performance of their employees, managers and teams. Her client list includes: Microsoft, Vista West Engineering, GeoEngineers, Hyundai Motor America, Philips Medical Systems and Puget Sound Energy.

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Session 4

Option 1 Implementation of an ISO Quality Management System Approach to Improve Organizational Effectiveness

Stuart MacLean, Executive Director, Facilities, MacEwan University

Dr. Miriam Stanisavljević, Quality Manager, Facilities, Edmonton, Alberta, Canada.

This presentation will describe a two year program within the Facilities department of MacEwan University to effect a cultural change and transition from “tribal knowledge” to a systematic management framework. We will explain the rationale for change, along with the reasoned approach utilized to implement a quality management system and successfully obtain registration to ISO 9001:2008. The two year plan will be described with emphasis on key milestones. Some of the difficulties encountered will be shared. The presentation will conclude with a summary of the benefits of adopting such an approach and the resulting improvements that have been observed within the Facilities department.

Learning outcomes:

- Clarity of roles and purpose thereby avoiding duplication of effort.
- Payback on investment through cost savings by doing things right the first time.
- Understanding customer requirements and delivering a guaranteed service through organizational effectiveness that will retain business.



Stuart MacLean is the Director of Facilities at Grant MacEwan University, a multi-campus institution with an annual enrolment of 12,000 students. He is responsible for campus planning, capital projects, facilities operations, maintenance and security. Stuart has responded to increasing student enrollment and faculty growth with accommodation plans distributing utilization across MacEwan’s 4 campuses. He has led major building capital and renewal projects that have added capacity, improved functionality and extended building life.



Dr. Miriam Stanisavljević is the Quality Manager in the Facilities department at Grant MacEwan University. Utilizing her 16 years of experience in the quality management field, she spearheaded the department’s initiative to develop and implement a quality management system, with subsequent registration to ISO 9001:2008 in 2012.

She continues to manage the quality program, with emphasis on continuous improvement, in addition to acting as lead auditor. Miriam has a Ph. D in chemistry from the University of Toronto.

Option 2 Boiler Plant Efficiency Upgrade Design Considerations

Carson Lushin, Patterson-Kelley

Learning Outcome:

- Better practical understanding of the differences between “conventional” and high efficiency “condensing” boiler & water heater theory, applications and implementation strategies to employ to achieve optimum efficiency results with either fully “condensing” or “hybrid” system concept approach.
- Better practical understanding of bin weather data impact and outside air reset schedule analysis and implementation strategies that can be utilized for the most practical boiler and water heater equipment selection for the application. This being “conventional” - “fully condensing” or “hybrid” concept approach and if applicable utilizing condensing indirect domestic water heating to achieve optimum efficiency results for the project specific system design requirements. This while working in conjunction with any applicable budget constraints and / or design limitations that may apply.
- Better practical understanding of project specific engineered venting system design and installation considerations and strategies to employ when upgrading to high performance high efficiency boilers and water heaters in either a fully “condensing” or “hybrid” system design concept approach.
- Better practical understanding of “conventional” system – fully “condensing” system or “hybrid” system design, installation, commissioning and long term operational and maintenance consideration requirements to maximize efficiency and operating cost benefits back to the facility owner / end user for years to come.

Option 3

Learning Environments Matter

Jack Mousseau, MOA

Learning outcomes:

- **Environments for Learning** – For the 21st Century, environments for learning should be able to motivate learners and promote learning as an activity, support collaborative as well as formal practice, provide a personalized and inclusive environment, and be flexible in the face of changing needs. We will discuss the attributes of Learning Environments that meet and support these needs.
- **Tools for Learning** – A 21st century learning environment blends physical and digital infrastructures to seamlessly support learning. Technology and FFE design must be approached with one eye on today's practical realities, and the other on tomorrow's opportunities. We will outline guiding principles to technology and furniture design to best prepare for change today, tomorrow and 20 years from now.
- **Communities for Learning** – A 21st century learning environment both gives and gets support from the local community. What types of relationships and communities nurture 21st century learning, and how can we create and sustain them?



Jack Mousseau brings 23 years of experience in programming, planning, and design for a broad range of projects in both the public and private sectors. His design solutions are not bound by ideology of theory, but emerge from a thorough analysis of the program, the goals and aspirations of the client, the

site context, and a focus on sustainability. He believes that every project, in addition to fulfilling functional and esthetic goals, should be a responsibly built addition to society.

An advocate for quality in all aspects of architecture, Jack leads the firm's design efforts, championing a commitment to the art and craft of architecture. To ensure that MOA's design intent is consistently carried out through all disciplines, Jack remains engaged in every project phase from schematic design through construction.

Jack has produced award-winning entries in international competitions including the Seoul Incheon International Airport in South Korea and the National Cowboy Hall of Fame in Oklahoma City.



Session 5

Option 1

Right People, Right Positions; a Model for Alignment and Succession Planning.

Steve Fuger, Dir. of Facilities Oper., Idaho State Univ.

Loretta Taylor, Cust. Services Mngr., Idaho State Univ.

For Facilities professionals, having our staff properly aligned is vital to ensure delivery of services to the institutions we serve. Often we face difficulties in placing the right person into the right position. We will discuss how to analyze your institution's needs, your department's needs, and your staff's potential to meet those needs. We will explore how to identify the right person, and how to align their skills, knowledge, and abilities to the right position within your organization. As financial constraints place greater demands on us and our staff, alignment becomes increasing critical to ensure we are able to deliver on the expectations of our institutions.

Learning outcomes:

- Identify the skills, knowledge, and abilities (SKA's) needed for you and your team to succeed in difficult times.
- Identify problem areas, as well as opportunities for your department to exceed expectations.
- Develop a personnel action plan, and a succession plan that you can use immediately.



Steve Fuger is recently joined to Higher Education facilities management, having served three years at Idaho State University as senior management for the Facilities Services Department. For the twenty-two years previous, he served as a project superintendent and project manager for an Idaho-based construction management firm. Having directed and overseen construction of multi-million dollar projects on the Idaho State University campus, he has made a smooth transition from construction to facilities management. Steve obtained his EFP from APPA in 2011, and is currently working toward an advanced degree in Human Resource Training and Development.

In 2011, Steve completed an in-house effort to create a Facilities Condition Audit for ISU- covering 82 university buildings totaling 4.4 million square feet. Grounds improvements covering 1,200 acres were included in this effort.



Loretta Taylor serves as the Manager of the Custodial Department. She is an active member of several campus and community organizations, including Pocatello Toastmasters, Pocatello Elk's Lodge # 164, and DOES Drove # 153. She is an advisor for The Golden Key Society International, and has been accepted as a trainer for APPA's supervisor's toolkit program. In 2010, she spearheaded the team cleaning concept in her department, assisted in the creation of a campus recycling program, and assisted in launching a campus biodiesel production program. She is actively involved with the American Red Cross and ongoing community events. Recently her department was awarded a grant through the Coca-Cola Company.

Option 2

The Value of Building Information Modeling

Brandon Daigle, MOA

Jack Mousseau, MOA

Learning outcome:

BIM is more than just a trend. For Owner's and Facility Managers, Building Information Modeling is a powerful tool used to enhance a building's performance and manage operations more efficiently throughout a building's life. It has been found that 60-85% of total costs of building ownership are spent on operations and maintenance. Architects use BIM to create a virtual model of your facilities for design that can later be maintained and monitored by facility staff. In doing so, college campuses can reduce operational costs by integrating product specifications and campus standards, documenting maintenance schedules, and performing lifecycle cost analysis. Brandon Daigle of MOA ARCHITECTURE will show you why integrating BIM on your next project will be a smart financial sense.



Brandon Daigle has nearly 10 years, Brandon's experience includes services such as programming, planning and project management for education, civil, and commercial office sectors.

He prides himself on the many roles he is able to fill in order to get a project done on time, while exceeding client's expectations.

Brandon not only focuses on the end result, but the means in which they are achieved through evolving efficiencies and continued development of practice. His greatest strength may be in his ability to collaborate with other team members in order to create a positive work environment that focuses on the greater good for the sake of the project and community.



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Option 1

Do-It-Yourself Landscape Master Plan

E.J. Hook, Montana State University

Candace Mastel, Montana State University

Victoria Drummond, Montana State University

Montana State University shares its process for a do-it-yourself or DIY Landscape Master Plan. Universities with Facilities Planning operations are able to leverage in-house professionals to create a landscape master plan. The presentation team will discuss its do-it-yourself approach, the inclusive planning process and resulting plan. The DIY focus speaks to the current economic reality of finding innovative ways to use what you have to accomplish more. Instead of outsourcing planning projects, the presentation team demonstrates the effectiveness of in-house staff from facilities planning and grounds, who through collaboration, produce a landscape master plan that is fully grounded in its institutional values. Universities and colleges can add to their tool box of managing during difficult times this cost-savings strategy that is also a necessary means for maintaining the campus quality.

Learning outcomes:

- Attendees will understand how to initiate a cooperative planning process internally and discover that it is possible to produce a DIY landscape master plan using the MSU model.
- Presenter's will discuss the inclusive and collaborative process that directly fosters organizational acceptance any type of master plan; and how important it is that a campus landscape plan be grounded in reality that builds in opportunities for continuous and methodical flexibility to the overall higher education landscape experience.
- Attendees will recognize the significance of balancing graphics and narrative in a landscape plan to achieve a greater intensity of message and a more valuable document that remains a dynamic teaching and reference tool.

E.J. Hook is Montana State University's Environmental Services Manager, with over 25 years of experience in commercial and academic facilities and grounds maintenance. He has worked extensively in promoting the use of sustainable maintenance practices in settings such as the Woodland Park Zoo in Seattle and in municipal applications for the City of Seattle. His rich background in design and maintenance has allowed him to apply real world solutions to complex programmatic and operational challenges.

Candace Mastel is an Assistant Planner at Montana State University. She has background in planning and landscape architecture and has worked extensively in the public and private sector, concentrating on site and landscape design, master planning, and maintenance. Also frequently acting as a project manager, she has had the pleasure of assisting in the installation of landscape projects that are inspired by new master planning efforts and solidly based in collaboration between university and contractor.

Victoria Drummond, Montana State University's Associate University Planner, has a Master's Degree in Environmental Planning, is an APA Certified Planner (AICP), USGBC LEED Accredited Professional and GBCI Educational Course Reviewer. Industry association accomplishments include team presentation of MSU's master plan at the Society of College and University Planning conference in Vancouver (2009); submittal to APPA-Higher Education Facilities Professionals resulting in MSU receiving the APPA 2008 Effective and Innovative Practices Award; and former president of Montana Association of Planners.

Option 2

Understanding Lighting Efficiency

Jacob Cain - Weber State University

We will look at the different types of lights and the related efficiencies and costs. We will discuss what types of lighting fits what application. We will look closely at color of light and how the human eye interacts with light so that facilities managers can better understand how lighting will impact the operation of a building. We will look at foot candles and learn how it is measured and how IESNA comes up with lighting standards. We will review some cases of unique lighting applications and pros and cons of different lighting types in different applications.

Learning Outcomes:

- Understanding of Lighting Types and Pros vs. Cons
- Understanding of Lighting Color and Its Impacts
- Understanding of Energy Efficiency for Various Lighting Types and Potential Applications

Option 3

Creating a LEED Platinum Large-Scale Residence Hall

Curt Huetson, University of Colorado-Boulder

Heidi Roge, University of Colorado-Boulder

Design, operations, and administrative stakeholders will provide specific examples of how the University of Colorado - Boulder completed a 500-bed residence hall which achieved LEED Platinum certification. Williams Village North Hall at the University of Colorado - Boulder is now the largest most sustainable residence hall in the world.

Strategies for establishing the project sustainability goals will be shared, as well as specific examples of methodology used to achieve LEED points with a long-term perspective in the categories that are most important.

Learning Outcomes:

- An understanding of the project processes associated with creating a leading-edge sustainable facility
- An understanding of the LEED process and strategies for success
- Obtaining many specific sustainability design ideas for facilities renovations and new construction on their own campus



Heidi Rogé is a project manager for the University of Colorado Boulder, Department of Housing and Dining Services. Heidi is responsible for managing design and construction on projects which have ranged from \$75K to \$50M. Housing & Dining Services facilities include 120 acres of landscape, 22 residence halls, 6 family housing complexes, 7 dining centers, serving over 8000 residents, 450 staff and 20,000 conference guests.

Heidi recently completed construction of Williams Village North, a new 500-bed, 132,000 SF residence hall. Williams Village North is the largest LEED Platinum residence hall in the United States.



Curt Huetson provides strategic leadership, planning, fiscal and operational management of a comprehensive organization including maintenance, renovation, project management, capital construction, custodial, grounds, environmental, and life/safety operations for facilities and grounds for which the

department is responsible. Housing & Dining Services supports 24/7 operations across 120 acres of landscape, 22 residence halls, 6 family housing complexes, 7 dining rooms and community centers, serving over 8000 residents, 450 staff and 20,000 conference guests.

He also serves on many campus sustainability committees. He chairs the campus Zero Waste Team, focused on reducing waste to the landfill, as well as reducing paper use.

Option 1 **Money’s Worth: Design and Energy Efficiency Strategies for a High-Impact Renovation”**

Chris Coulter - Colorado College

Alison Rainey - Shepley Bulfinch



Alison Rainey has over ten years’ experience in the field of architecture working with education, institutional, and residential clients and is currently an Associate at Shepley Bulfinch, where as a leader, she is committed to seamless project management, collaboration and creative problem-solving through which refined and thoughtful spaces are created. Her award-winning design work uses simple palettes and available materials in new ways to create a sense of timelessness. She sees design as a powerful force for shaping communities by drawing upon the threads of particular historical, cultural and natural contexts. As a project manager, she establishes frameworks that are flexible to deliver projects on a range of scales. Alison is active in several Phoenix community development and arts organizations.

Option 2 **A Day in the Life of Sustainability**

Kyra Weinkle - Long

Sustainability is a very hot topic. Yet defining the concept - much less understanding how to enact it - is perceived as very difficult. This session will help the audience gain clarity on the meaning of sustainability, and where it happens ‘in action” by going through A Day in the Life of Sustainability. Beginning with the alarm ringing in the morning and winding up with drifting off to sleep at night, everyday tasks will be examined for opportunities to make sustainable choices that result in any combination of resource conservation, improved health and wellbeing, and economic soundness. This presentation will be fast-paced, engaging and interactive. We will provide actionable guidance to demonstrate that it doesn’t have to be complicated to be more resource efficient and achieve a healthy lifestyle!

Learning Outcomes:

- Be able to define the concept of sustainability, and where you fall on the spectrum.
- Learn to identify where sustainable choices can be made in everyday routines.
- Understand how to increase the awareness of those around you to make sustainable choices.



Kyra Weinkle



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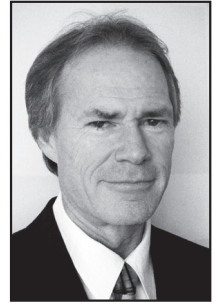
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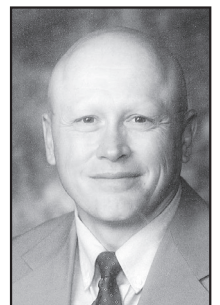
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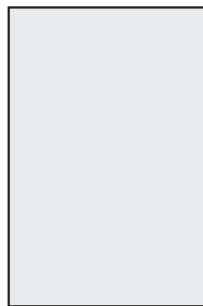
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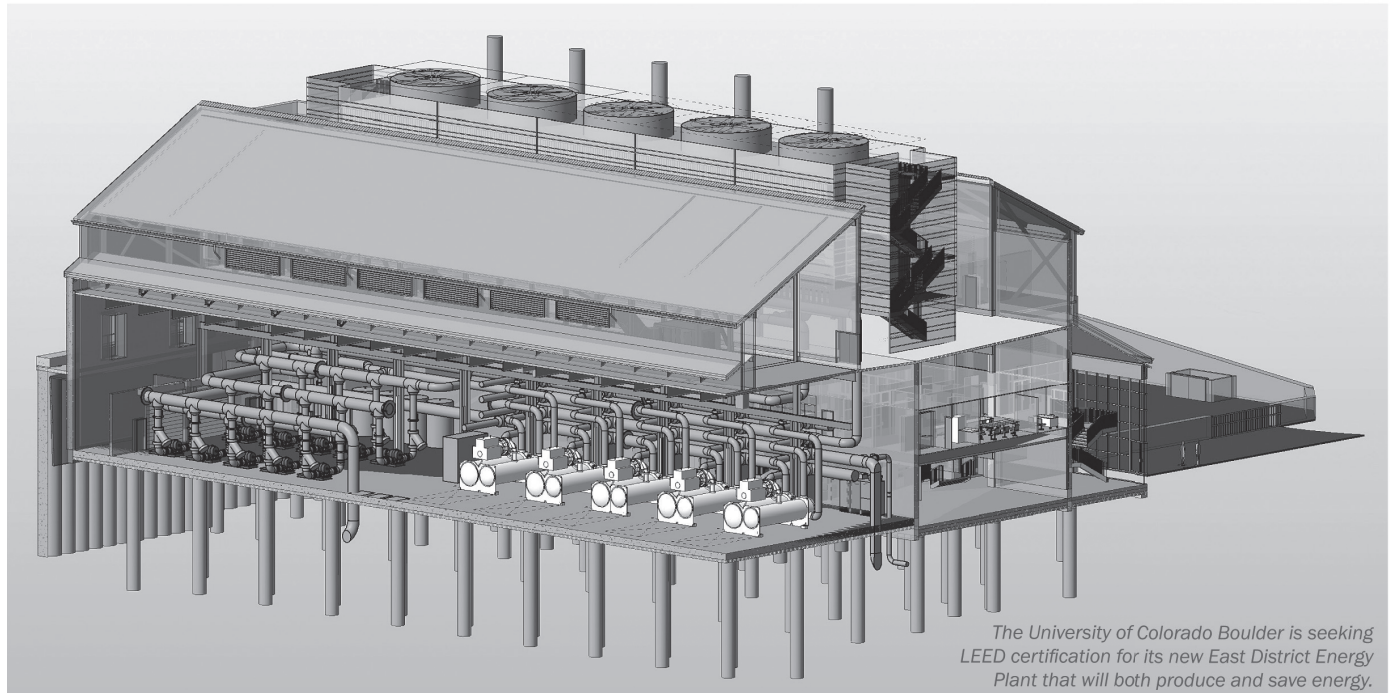
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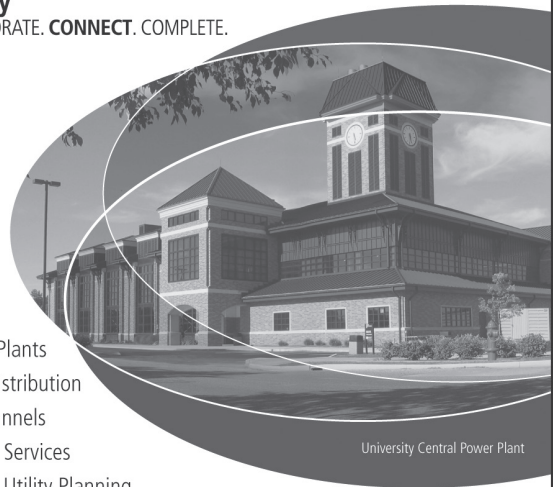
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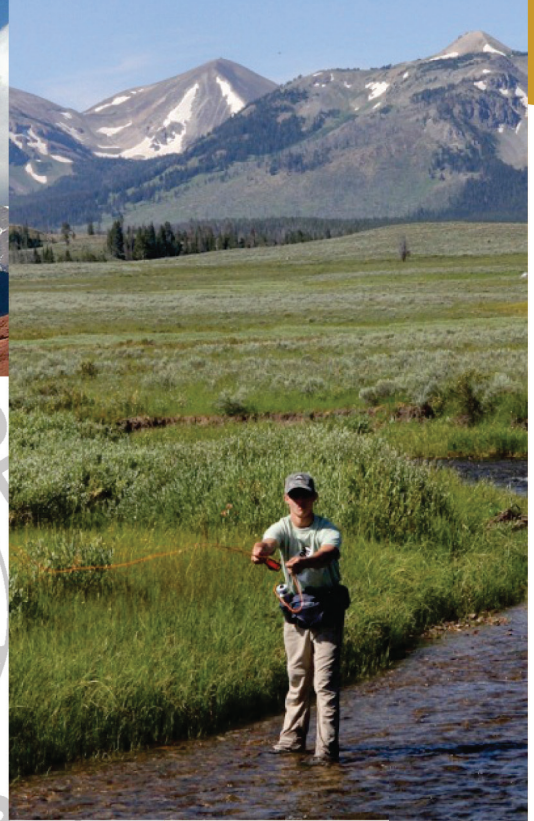


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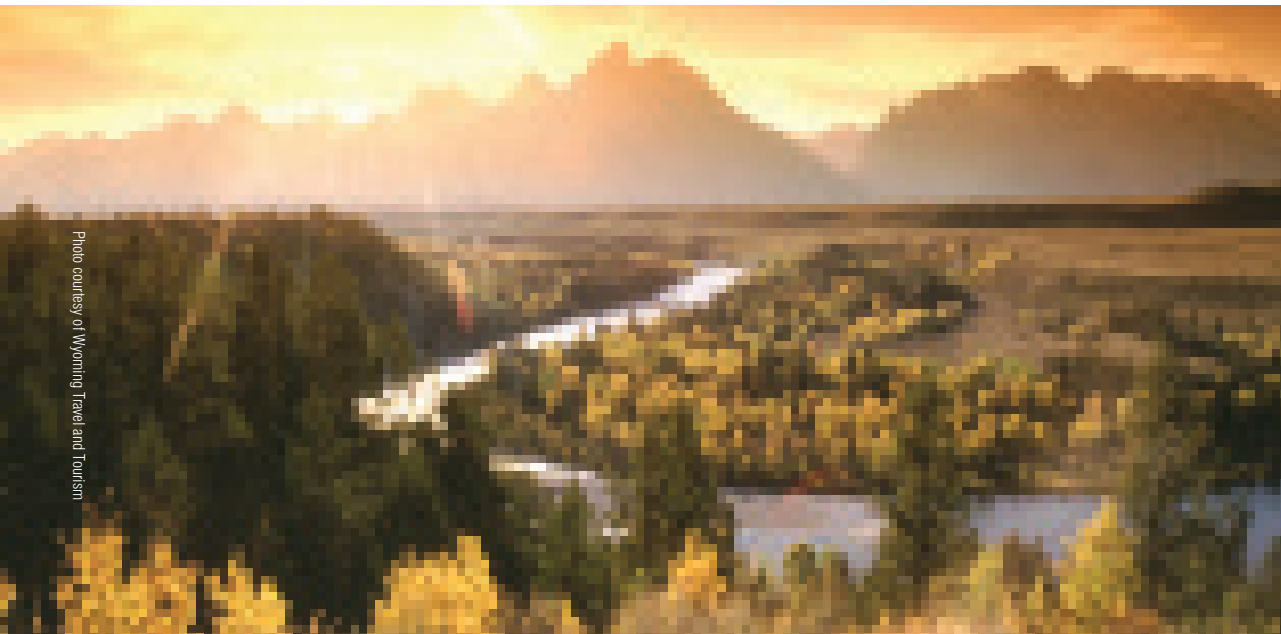


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