

BIG SKY – BIG IDEAS

RMA 2015 Conference and Annual Meeting No 62
Big Sky, Montana
September 8-11, 2015

Conference Host Chair, Victoria Drummond
Host Institution - Montana State University, Bozeman, Montana
Host Committee: Gary Gramer, Lauren Sherman-Boemker, Candace Mastel, Jeni Luft, EJ Hook, Kevin Lucas, Nichole Tramel, Jeff Butler, Dan Stevenson



RMA Close Out and Proceedings

BIG SKY – BIG IDEAS
RMA 2015 Conference, September 8-11

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I. **Executive Summary** (printed in APPA Facilities Manager, January/February 2016, Page 23)

Rocky Mountain APPA's 62nd Annual Conference and Meeting was held in Big Sky, Montana on September 8-11, 2015 with an appropriate theme of "Big Sky – Big Ideas". Hosted by Montana State University, the pre-conference activities included the RMA Board's Fall Meeting, fishing, golf, and tours of Montana State University's campus. The golf tournament hosted 62 golfers sponsored by McKinstry. Fishing included 35 on the Madison and Gallatin Rivers, sponsored by Nalco Company and Armstrong International.

At the opening reception RMA members reconnected under the big sky and late sunset with guitar music by Kevin Fabozzi, and Montana wild-meats appetizers featuring elk, venison and trout hosted by OpTerra.

Attendees were captivated by the first day's keynote speaker Chad Pregracke's talk about his crusade to clean American rivers and each received a gift copy of his book, *From the Bottom Up*, sponsored by Republic Services and MSU Facilities Services. Friday's keynote, Jim Evanoff, presented Yellowstone National Park's historical management approaches of recreation and conservation.

Professional development was organized in four tracks: Institutional & Organizational Leadership; Technology & Methods; Maintaining a Culture of Service Excellence; Sustainability & Stewardship, (sessions available at <http://rma.appa.org/History-events.html>), and new this year – mobile sessions that featured behind the scenes operational maintenance of a Tram including a trip up Lone Peak's summit (11,166 feet); and service excellences at Yellowstone Club, a private residential development. Other give-back opportunities included a *Real Colors* workshop sponsored by GLHN.

Business Partner BINGO encouraged booth interactions with a chance to win either: a fly fishing rod, gourmet chocolate, or a check to a charity of choice was sponsored by AZ Sponsor Group.

The "theme dinner" along the banks of the Gallatin River at the historic 320 Guest Ranch featured a barbeque with make-your-own S'mores around a campfire and dancing to Bottom of the Barrel lively band.

The closing ceremony and Awards Banquet began with appetizers in Chet's Bar and background music by the MSU Jazz Band (students) and ended with dancing to Little Jane and the Pistols Whips. During dinner, RMA President Emmet Boyle presented the following awards:

- H. Val Peterson Award to Lisa Potter
- Lee Newman Award to INVISTA
- RMA President's Award to Chris Kopach

And recognized:

- APPA's Unsung Hero Award to Steve Hoskins
- APPA's Effective and Innovative Practices Award to University of Colorado Boulder
- APPA's Award for Excellence to Weber State University
- RMA leading APPA with EFP/CEFP credentials
- Host Committee Award to Victoria Drummond and MSU's Host Committee

The ceremony culminated with APPA President Peter Strazdas swearing in the following 2015-2016 RMA Board Officers:

President David Turnquist
President Elect Lisa Potter
Secretary Mike Millsapps
Treasurer Steve Hoskins
Senior Rep Brian Johnson
Junior Rep Emmet Boyle



Big Sky Resort's main Lobby – RMA Welcome banner.

II. Final Report: Close Out and Proceedings
Includes recommendations for future conferences.

Theme: BIG SKY – BIG IDEAS

Location: Big Sky, Montana

Dates: September 8-11, 2015

Host Institution: Montana State University, Bozeman, Montana

Host Committee: Victoria Drummond, Chair; Gary Gramer, Candace Mastel, EJ Hook, Jeni Luft, Kevin Lucas, Nichole Tramel, Jeff Butler and Dan Stevenson

The RMA 2015 Conference and Annual Meeting began on Tuesday September 8, 2015, with the Fall Board Meeting. Dinner was at the Cabin Bar and Grill, Big Sky Resort, Big, Sky, MT.

Pre-conference networking activities began September 9th early in the morning, with sixty two golfers up early for the golf tournament sponsored by McKinstry. The scramble tournament is an opportunity for the Business Partners and institutional members to join in on a competitive stretch while learning more about why they are part of RMA. At the same time two groups of fishermen also headed out in 12 wade boats (two fishing, one guide per boat) on the Madison River, and 11 wade fishing on the Gallatin River with three guides. The blue ribbon river fishing was sponsored by Nalco Company and Armstrong International.

The official kick-off of the conference was later that evening with the Opening Reception, outdoors under a tent in the meadow area at the base (7,500 elevation) of Lone Peak. Heaters were in the tents, but they were shut off so that everyone could enjoy the crisp 70 degree weather and late sunset. The appetizers featured Montana wild meats – elk, venison, trout and the back drop guitar music of Kevin Fabozzi. As part of the theme's Big Sky – Big Ideas give back, a tree of flower, vegetable, and fruit seed packets were available for members to take home, to plant something tangible along with the other big ideas to be taken home.

Starting early Thursday morning, September 10th breakfast at seven was followed by keynote speaker Chad Pregracke. His book, *From the Bottom Up* about his life crusade to clean Americana Rivers particularly the Mississippi River was a gift to conference registrants. The gift book was sponsored by Republic Services and MSU Facilities Services as a give back to RMA members – part of the theme of Big Sky – Big Ideas. During Pregracke's one-hour presentation, the resort's dining hall was absolutely quiet. Everyone was focused on his engaging manner of talking and the photographs of the damage humans have done to America's rivers. He received a resounding standing ovation and was available to autograph copies of his book and share more of his experiences with individuals.

The day was filled with educational sessions in four categories and the new mobile sessions. The categories were:

Institutional & Organizational Leadership

Technology & Methods

Maintaining a Culture of Service Excellence

Sustainability & Stewardship

One of the two mobile sessions was titled “TRAM – The Lone Peak Experience: Mountain Safety, Marketing and Behind-the-Scenes” and it was an opportunity to learn more about unique operational maintenance. The TRAM session included riding the chair lift, a vehicle stationed midway up the mountain and the TRAM itself to the top of Lone Peak (11,166 elevation). Throughout the day and in between educational sessions, institutional representative met with Business Partner’s during the 45-minute scheduled sessions in the exhibition hall. A visit with a Business Partner garnered a stamp on the Business Partner BINGO card – sponsored by the AZ Sponsor Group, and lead towards a ticket in the final drawing at the Awards Banquet for an opportunity to win one of three prizes: a fly fishing rod and reel package (won by Mark Anderson); gourmet chocolate (won by Lauren Sherman-Boemker); or a check to a charity (won by Cody Clark). Each prize was valued at \$500.

Lunch included the RMA Annual Meeting. President Emmet Boyle addressed the membership approved the previous meeting’s minutes; Treasure Steve Hoskins reported on the financial state of the organization – which is healthy; the President Elect was selected, Lisa Potter, and the incoming Board of Directors was announced.

The theme dinner was at the historic 320 Guest Ranch. Buses left the resort at 5:30 headed down the mountain to the banks of the Gallatin River. Dinner included a western barbeque complete with make you own S’Mores around a campfire. The landscape was exquisite and the weather was perfect. Local band, *Bottom of the Barrel*, provided lively music for dancing. Table decorations were made by Facilities Services and Campus Planning using tree limbs trimmed from the MSU campus, tea light candles and burlap runners. Simple, beautiful and sustainable since most of the items were either upcycled or reusable, and attendees were encouraged to take a center piece home. Another aspect of the big ideas and “give back” message.

September 11, 2015, Friday morning after breakfast and a welcome from APPA President Pete Srazdas, the keynote, Jim Evanoff, Environmental Protections Specialist and retired Yellowstone National Park Ranger, gave a presentation on the history of the Nation’s first National Park. He provided interesting consequences to the land and park resources depending on the shifts over time between policy that emphasized recreation, resource use, and preservation. His personal collection of photographs included examples of how the bears were treated during these policy shifts.

A second TRAM mobile session and a new mobile session were offered in the afternoon. A group was driven over to the Yellowstone Club for a session on its Customer Service, Development and Mountain Operations. Yellowstone Club is an elite, private residential development whose customer service is world renowned. Additional “giving back” included a session on Real Colors, sponsored by GLHN, in which the interactive workshop provides a take-away understanding of one’s personality type and characteristics for better communications. There was time again to spend with the Business Partners who make this conference possible.

The Awards Banquet is the conference pinnacle and the official closing ceremony. Filtering into Chet’s Lounge for appetizers, the *MSU Jazz Band* (students) played toe tapping music. Entering the dining room a collage of photographs flashed on the screen to recap the conference activities. Current RMA President Emmet Boyle presented the following awards and recognitions:

- H. Val Peterson Award to Lisa Potter

- Lee Newman Award to INVISTA
- RMA President’s Award to Chris Kopach
- Recognized APPA’s Unsung Hero Award, which was presented to Steve Hoskins
- Recognized APPA’s Effective and Innovative Practices Award, which was presented to University of Colorado Boulder for their Labor, Trades, and Crafts Trainee Program.
- Recognized APPA’s highest instructional award, the Award for Excellence, which was presented to Weber State University for demonstrated outstanding achievements in facilities management.
- Acknowledged that RMA Region leads APPA with EFP/CEFP credentials
- Host Committee Award (Inaugural award) to Victoria Drummond and the MSU’s Host Team

Drummond announced the Golf Tournament winners and presented an oversized gag golf club to Armando Lomeli - because he needed the most help! GLHN’s Clorisa Lomeli drew names from the three Bingo drawing gifts. Winners were announced (see above). APPA President, Pete Strazdas introduced a video from Weber State as the winner of 2015 APPA Award for Excellence and noted that the APPA Award for Excellence has been won by an RMA institution each of the last four years. Strazdas swore in the 2015/2016 RMA Board of Directors.

The final gesture as President, Emmet Boyle passed the RMA gavel on to Dave Turnquist. John Morris, from Northern Arizona University in Flagstaff, Arizona unveiled the 2016 Conference logo and venue with Grand Expectations but added WTF - Welcome to Flagstaff to get everyone excited about next year.

Attendees danced to *Little Jane and the Pistol Whips* band and closed out the Big Sky – Big Ideas, RMA 2015 Conference and Annual Meeting with the same rocky-mountain fun had throughout the entire successful conference.

Accounting and Budget Analysis

Final accounting: \$54,104.11 cash proceeds delivered to RMA Treasurer.

Registration total was \$188,922 – from a combination of non-RMA members, members and guests/companions.

Business Partner income was from sponsorship and 43 booths

Big Sky 2015		
Attendance:		\$ 304
Revenues:		Actual
Breakdown of Revenues:	Qty	Amount
Registration Fees		\$ 188,922
Early Registration	82	\$ 350
Regular Members	59	\$ 375
Regular Members (Canadian)	4	\$ 350
Regular Members (Late)	2	\$ 400
Non-Members	5	\$ 400
Non-Members (Canadian)	3	\$ 350
Non-Members One Day	4	\$ 225

Non-Members (Late)	3	\$	425
Retired/Emeritus	1	\$	-
Retired/Emeritus (Late)	0		
Students			
Conference Committee Support	9	\$	350
Companions	34	\$	175
Companions (Canadian)	2	\$	165
Companion One Day Conference Only	0	\$	40
Companions (Late)	0	\$	225
Companion Event (1)	51	\$	35
Speakers		\$	-
Complimentary	0	\$	-
Single Day	6	\$	200
Toolkit			
New Memberships			
Board Members	23	\$	-
APPA Staff	3	\$	-
Adjustments -registration cancellations and modifications		\$	(243)
Business Partners		\$	1,600
Business Partners		\$	-
Business Partners Non-Member	4	\$	400
Business Partners (Late)	0	\$	450
Business Partners		\$	-
Booth Exhibit Space(Member)	27	\$	2,000
Booth Exhibit Space(Non-Member)	16	\$	2,600
Sponsorships		\$	43,566
Special Event Fee		\$	9,375
Golf	61	\$	75
Golf (late)			
Trip	24	\$	150
Trip (late)			
Trip	12	\$	100
Trip (late)			
Trip			
Trip (late)			
RMA(5K) MSU (20K) - Seed Money	-	\$	25,000
Monetary Donations			
Dividend Income	-	\$	-
Uncollected Revenue	-	\$	-
Total Revenues			\$ 268,463
Expenditures:			Actual
Breakdown of Expenses:	Qty		Amount
Speaker Fees & Expenses:			\$ 10,863
Opening Breakfast			
Educational Session		\$	1,947
Keynote Speaker		\$	8,916
Speaker Gifts		\$	1,880
Conference Rooms, etc		\$	833
Audio Visual/IT		\$	3,459
Hotel Comp Rooms/Speaker Rooms		\$	1,220
Transportation		\$	1,713
Photography		\$	100
Printing, Materials, Postage		\$	2,233
Website Development			
Graphic Design		\$	1,010
General Materials and Supplies		\$	1,934
Entertainment/Tours			
Special Events:			
Banquet Reception		\$	5,579
Closing Banquet Ceremonies			
Complimentary Nights in Motel		\$	902
Hotel/Meals:			
Mid Season Brd Mtg			
Board Dinners		\$	-
Golf Course Continental Breakfast		\$	2,156
Golf Course Lunch			
Companion Lunch			

Opening Reception		\$ 4,220
Opening Breakfast		
AM Break Refreshments		
Lunch		
PM Break Refreshments		
Dinner		\$ 29,928
Breakfast		
AM Break Refreshments		
Lunch		
PM Break Refreshments		
Toolkit Meals		
Closing Banquet		\$ 81,097
Prizes		\$ 1,478
Favors		
Promo Items, Registration Bags, Pins, etc.		\$ 6,246
Golf		\$ 11,141
Fishing		\$ 6,669
Awards		
Exhibit Booth Setup/Teardown		\$ 5,625
Miscellaneous		\$ 2,653
Host Committee Apparel		\$ 847
Floral Arrangements		
Spring Board Conference Room		\$ 148
Tax Refunds		
3rd Party Payment Processor		\$ 5,426
Exchange Rate		
Reimburse Deposit from RMA/MSU	-	\$ 25,000
Total Expenditures	\$ -	\$ 214,358
Revenues over (under) Expenditures	\$ -	\$ 54,104

In 2013/14 the Board approved the registration rate of \$375. It is beneficial in terms of cash flow and capacity planning, to have early registration – so our rate structure offered an early registration discount and balance it with a late registration surcharge. A significant number of registrants booked early and received the discount. While the discount lost a possible additional \$2,000, the early registration benefited the planning and the reduced cost may have benefited RMA members – and that was part of the overall theme to “give back” – so the tradeoff is acceptable and I would recommend continuing offering a discounted rate to RMA members for early registration.

An area for potential improvements is with the Business Partners booth reservations and sponsorship. The conference host venue needs the full \$2600 per booth. Based on anecdotal research, this is an acceptable rate for the APPA/RMA Business Partners. RMA Board decided years ago to offer a reduced booth rate to encourage RMA membership – but it is a big reduction. We include a complimentary registration in that booth rental too – and the cost for the booth and the host is actually getting \$1,494 (-\$375 registration and -\$131 booth contract costs). When I approached Business Partners about sponsoring an event or meal, most of them said that their organizations could defend the value of a product/service marketing booth, but not event. The booths are a finite number – to maintain the desired ration of Business Partners to institutional member - so if RMA didn't offer the discount on the booths and instead charged all 2,600 with 1 registration we would not need so many other sponsorships.

Complimentary registration is included in sponsorship opportunities. We only had one at \$10,000 (and they were late paying). According to the scale provided to us from membership, a sponsorship of \$10K entitled the sponsor to up to four complimentary registrations. This sponsor used all four and one with

the booth. So the \$10,000 was actually \$8,500 towards the conference expenses. And there was a pre-conference event sponsor that had two complimentary registrations and bought two others and did not have a booth but sat at a table in the exhibition area and in the lobby area and gave out cards and product information.

The projected budget of approximately \$102,000 needs to come from sponsorship to help cover golf and fishing; dining and conference rooms and AV set up; conference food and beverages; theme dinner, awards banquet, opening reception; attendees gift, conference bag, raffle and keynote speakers. Business Partners booth revenue was directed to cover food, conference services and exhibition; but then the individual registration was targeted to cover Spring Board (except the dinner) the Fall Board (including the dinner), advertisement and marketing including conference pins, Board complimentary registration, VIP accommodations, awards and gifts, (special situation of last year's awarded scholarships), entertainment, transportation – car rentals and buses, keynote speaker books, mobile sessions, registration expenses including credit card fee charges, banking charges and accounting costs, Guidebook printing, banners and posters, conference signage; photography, decorations and committee operations supplies.

The goal to have 300 attendees and proceeds of \$35,000 were met and exceeded.

Another improvement is to change the contract that the Board Representative submits the host venue. In our case, the contract stated that the conference rooms and audio visual was included at no charge if we met the minimum threshold of \$100,000 in food and beverages. We did not meet that threshold, so the resort elected to charge us for some of the conference room and venue spaces and the AV rental. This minimum is too high. It should be a \$70,000 - \$80,000 threshold for a group of up to 300 people. Partially because AV costs are higher than in the past – so laptops, computer projectors, wireless lapel microphones, extra-large projection screens cost more. Presenters and keynotes require more equipment too.

We used an initial seed money of \$5,000 from RMA (that was the deposit for the resort – so it was needed two years prior to the event) and then we needed operating seed money. MSU Facilities loaned us \$20,000 and although they were instructed to take it back with our first registration deposits – they didn't and we were counting that amount as profit up until the final accounting. The 2014 committee needed \$20-25K start up as well, so that amount should be planned and provided from RMA.

Recommendations for future Conferences

RMA 2015 recommendations for future improvements:

1. Reduce the RMA member reduction on the Business Partners booth so that host gets \$2000 per booth after the one registration.
2. Cap the registrations to 2 with sponsorship. One complimentary registration per \$5,000. Sponsors also get other perks. This ratio is consistent with the one per booth.

3. Reduce the food and beverage threshold in the contract so that we have a better chance of meeting it and retaining the conference rooms and AV equipment at no charge, maybe \$80K or what can be negotiated less than \$100K.
4. RMA to provide the host with \$20K refundable seed money – at least 2 years prior to the event date.
5. RMA to contract with a credit card processing entity such as Authorize.net so that the new host does not have to set that up each year.

Attendee Feedback – Networking Activities and new Mobile Sessions

Lone Mountain Ranch Fly Fishing Network Event (Gallatin and Madison Rivers)

1. Thank you for the opportunity to comment. As a sponsor of this event it is appreciated.

Would have liked more time to interact. Fisherman paired up and went off to the rivers. Last year in Santa Fe we all gathered for lunch in one spot. This year they didn't gather for lunch and some didn't stop to eat!

The Mountain Ranch did an excellent job in fitting us with gear and getting us on the water. My guide was Matt Ruuhela. I can't begin to tell you how great he was. He put us on fish from the first cast. We just had a blast and he made it a life remembering trip. I would recommend Matt to anyone with the highest marks available.

2. I had a great time. The guide was very attentive and the folks that I was teamed with were very pleasant to spend time with. Thank you very much for putting it all together.
3. My experience with Lone Mountain Ranch fly fishing was fantastic. Keven was our guide and did a great job with Jeff and I. He makes his home in Big Sky and was able to share his experiences of the local fishing areas, advice for visiting Yellowstone, and best time for snow conditions at Big Sky.

The drive to the Madison River was pleasant and relaxing as we got to know each other along with our discussion for strategy of the day. The box lunch was well made and if you left your cookie on the boat deck for 15 min in the sun, the cookie was warm like being pulled fresh from the oven. I truly felt that by the end of the day we made a new friend.

I plan to visit Big Sky again in the future with my family and I will gladly contact Lone Mountain Ranch again. Great job on all your efforts with RMA, it was a true success.

4. Thanks for requesting feedback and I had a very positive experience to report. The fishing was very good and I enjoyed my guide – Rick Reed. I am planning on booking a personal trip with Rick again next year.

5. My wife and I had never fly fished before. Our guide, Ian Secrest, was the best. Very informative and friendly. Great day. We caught a bunch of fish. All because of Ian. Thanks for asking.
6. I enjoyed the float trip and John the guide was very friendly and helpful! It was my first float trip so I do not have anything to compare it to but I had fun and that is all that counts.

Thank you for your efforts on this trip and on the RMA 2015 host committee. You all did an AWESOME Job!

7. Thank you for all the hard work coordinating the activities and herding the participants. I added some vacation days onto the conference and visited Yellowstone and Jackson. I will be back in those areas next year to fish.

Feedback regarding the float trip – building relationships is a critical part of the preconference and conference experience. I would recommend that there would be a gathering of fly fishing participants the night before to review what to expect, meet others, and set some fun fishing goals similar to what they do with golf. (Biggest fish, smallest fish, type of fish caught, etc). Possibly have a drawing for three fly fishing gifts. One general RMA gift for the guide and a fly fishing gift for each boat participant. A raffle ticket would be awarded for each fish netted per boat. Maybe, a brown would be worth three tickets and a rainbow two tickets. The guide and two participants should all have a stake in obtaining raffle tickets. A picture with measurement would have to verify the catch. RMA participants usually display a competitive spirit.

8. The fishing goes without saying the guide was excellent and really made the float trip enjoyable with pretty good success. Now for the organizing it seemed a little scattered, in advance we knew what time we were to meet and where we were fishing or the river anyway and that's it. The activity at Lone Mountain was chaotic, it was known some people needed to get licensing completed and that's it! lots of people didn't bring fishing gear so some people were upset they were told they would need to rent, as in the past I and others thought the guide should have been preselected for each pair, rather than "you two come with me get in the vehicle and go, we thought group pictures before and or after should have been taken but none were, we didn't know after the fishing I where everyone was going or there was no group plan, no one knew if the busses were taking us back to the resort or just dropping us off!
9. We had a great time. They were fantastic. I don't have any complaints about the outfitter nor the guide. I would encourage you to continue to host fly-fishing events each year for RMAPPA. My company has been the sponsor of the events for many years and have found it worth doing.
10. Sorry for the late response. My wife Liz and I had a great time on the river with our guide. Very knowledgeable, passionate of Montana and fly fishing and a very nice young man. He was able to assist Liz in catching a beautiful trout and that definitely made her (and my) day. Thanks for your great coordination. I thought the fly fishing day was a huge success.

Yellowstone Club Mobile Session

1. I very much enjoyed the mobile session. Yellowstone Club was great because it's something you don't get to see every day.
2. Thanks for all your team's work in making these arrangements and for boldly trying new things. I thought the mobile session(s) were good and would encourage future conference hosts to consider the same.

My only disappointment was that I thought the Yellowstone Club visit would somehow center more upon the customer service values and training insights, etc. While that wasn't emphasized, I still enjoyed the tour and learning of their operations.

3. The Yellowstone Club mobile session was very insightful, hands on is always a great alternative to learning something versus sitting in a Conference room. The retention for remembering the things learned from it will always outweigh a classroom type session. It was interesting learning how they managed all the different operations needed to run a Community of that caliber and be able to impact the communities around them, in some good ways and some bad I'm sure. I did learn I will never be able to afford to live there ☹️

RMA is always a good learning tool to pick up ideas on how to be more efficient and effective to help enhance our Campuses and Campus Life for Students, Faculty, and Staff.

Thank for allowing us to be able to see what a lot of others may never be able to!!!

Big Sky Resort TRAN Mobile Session

1. I enjoyed the mobile session and would like to see them continue. I think the number of sessions was appropriate for Thursday and Friday, but a may suggest a mobile session or two for those that do not do the planned networking activities on Wednesday.
2. I did the tram mobile session, and it was great! It was informative and exciting, two words not usually used together when describing trade conferences =-) I think 3 or 4 mobile sessions is plenty, although it would have been nice for more people to participate. Thanks!
3. The tram session was absolutely excellent and insight into the behind the scene operations was very interesting more informative when seeing first hand and not just being talked about. I would encourage multiple mobile sessions at future RMA's.
4. I took the mobile session that included a trip to the top in the tram. It was great. I would recommend these at all the RMA annual meetings/conventions. It was a great week. Thanks to all, for all the time and planning that went into this year's RMA event.
5. I think mobile tours are a great addition to the standard sessions. It gives an opportunity to go and see something otherwise not even thought about. And because we are in the education business, anything learned adds to our value to our respective institutions. Thanks again for a wonderful week.

- I thought the mobile sessions was a very positive addition offered this year, and would strongly encourage these sessions in future conferences.

Business Partner Participation

Golf and Fly Fishing Networking Activities – Business Partner Sponsorship

Special Thanks to our Golf Sponsors

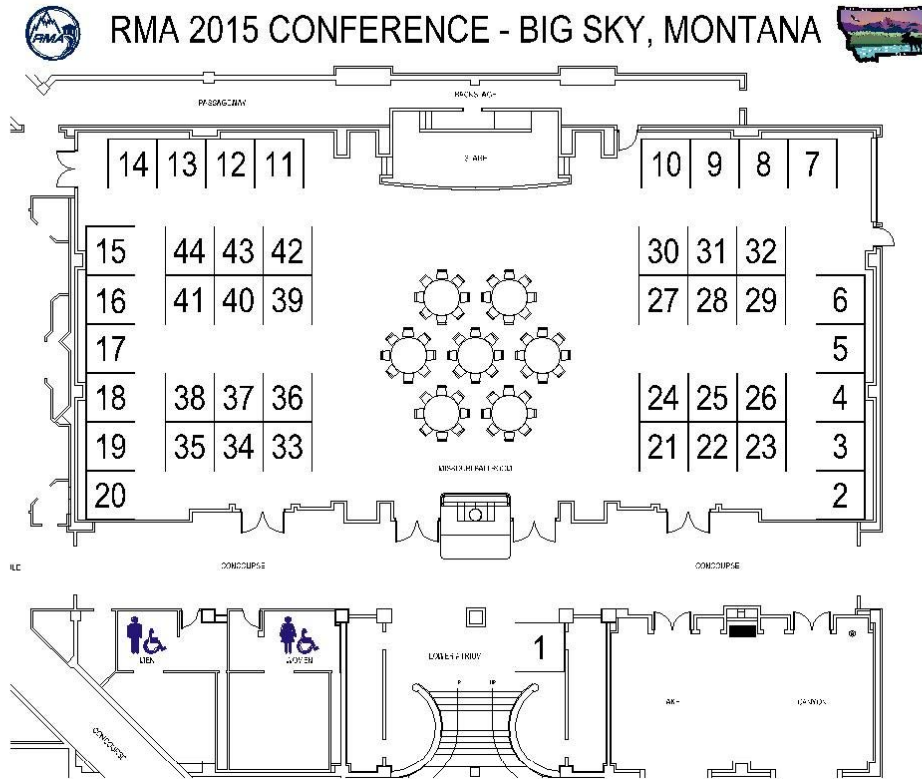


Hole #1	GD Barri & Associates
Hole #2	Reliable Controls
Hole #3	Tandus-Centiva
Hole #4	Star Service, Inc.
Hole #5	Interstate Batteries
Hole #6	TD&H Engineering
Hole #7	Rocky Mountain Truck Center
Hole #8	Peterson Quality Office
Hole #9	E/S3 Consultants, Inc.
Hole #10	GD Barri & Associates
Hole #11	Tandus-Centiva
Hole #12	Star Service, Inc.
Hole #13	H&E Equipment Services
Hole #14	Elite Kubota LLC
Hole #15	J.C. Billion
Hole #16	J.C. Billion
Hole #17	Peterson Quality Office
Hole #18	E/S3 Consultants, Inc.
Yellow Ball	RMH Group

...and our Fishing Sponsors



Exhibition hall booth layout and Business Partner sponsorship



- | | |
|-----------------------------------|---------------------------------------|
| 1 RMA 2016 | 23 West Inc. |
| 2 Allegion | 24 Spectrum Engineers Inc |
| 3 Smith Seckman Reid, Inc. | 25 Integrus Architecture |
| 4 CCSolutions | 26 GD Barri & Associates Inc. |
| 5 Spirotherm | 27 TMA Systems |
| 6 McGard LLC | 28 Armstrong International |
| 7 Technical Assurance | 29 Opterra Energy Services |
| 8 Patcraft | 30 GLHN Architects & Engineers |
| 9 ElevatorU | 31 Veritiv |
| 10 INVISTA (Antron® Carpet Fiber) | 32 Slaterpaul Architects |
| 11 The Swan Corporation | 33 Miracle Method Surface Refinishing |
| 12 Reliable Controls | 34 Club Car |
| 13 Streamside Solutions | 35 Marvin Windows |
| 14 Tandus-Centiva | 36 Ameresco, Inc. |
| 15 Karcher North America | 37 Mitsubishi Electric |
| 16 Tower Tech Inc | 38 McKinstry |
| 17 GCA Services Group | 39 Nalco Company |
| 18 Dyson Airblade B2B Inc. | 40 J2 Innovations |
| 19 Ecoblue | 41 Waxie Sanitary Supply |
| 20 Nilfisk-Advance | 42 CTA |
| 21 E/S3 Consultants, Inc. | 43 ASSA ABLOY Door Security Solutions |
| 22 2WR + Partners | 44 Precision Concrete Cutting |

Host Committee



Victoria Drummond

Host Chair, Transportation, EFP/CEPF Credentialing, Board Member/VIP
Reservations, Scheduling



Lauren Sherman-Boemker

Attendee and Business Partner Registration, Finance, Administration



Candace Mastel

Fishing, Theme Dinner, Decoration and Signage, Entertainment



Nichole Tramel

Professional Development Session, Agenda at a Glance



Jeni Luft

Banquet, Meal Service, Gifts/Awards, Business Partner Information



Dan Stevenson

Keynote Speaker and Events



Gary Gramer

Conference IT, Graphic Design, Website, Guide Book



EJ Hook

Keynote Speaker, Golf Tournament, Entertainment



Kevin Lucas

Golf Tournament



Jeff Butler

MSU Events, Special Needs



Printed Guidebook, bookmark, sponsored beverage tickets, Business Partner Bingo, Attendees gift bag (WEST), attendees gift – blanket (Spriotherm), gift book by keynote speaker Chad Pregracke, custom lanyard, commemorative pin, postcard, presenters gift –antler butter knife.

First time offered a scannable QR to download an electronic version of the printed Guidebook – provided by APPA. Goal was to reduce paper waste and serve the members who use hand-held devices.

*** * * * RMA 2015 * * * ***
BIG SKY - BIG IDEAS
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Historical Archives: Two outdated RMA banners retired. The RMA 2015 Host printed new banners – see Appendix items for new banners.



Retired RMA region and Member Institutions Banner of used at annual meetings 2014 and earlier.



Retired Banner used at annual meetings 2014 and earlier, with older Logo.



Host State – Montana attendees (Sept 11, 2015 – Theme Dinner at 320 Guest Ranch on Gallatin River in Big Sky, MT)

Appendix (attached pdf documents)

Guide Book (all sessions, events, speaker/presenter bios, sponsors)

Attendee List

First Timers List

Photo of new RMA regional banner

Photo of new Welcome to RMA conference banner

BIG SKY - BIG IDEAS



RMA 2015 Conference

Big Sky, Montana
September 9-11, 2015





**Walnut
Canyon**



**Sunset
Crater**



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Welcome to Big Sky, Montana



The 2015 RMA Annual Meeting and Conference is in Big Sky, Montana and is hosted by Montana State University (Bozeman, MT). Its theme is Big Sky - Big Ideas.

Rocky Mountain APPA (RMA) provides a members annual meeting. The annual meeting is combined with educational sessions and networking activities in a regionally customized professional development conference.

The location for the annual conference alternates throughout the Region. The RMA Board's Annual Meeting Coordinator nominates potential Host institutions for Board vote usually three years prior to the event date because it requires lead time for comprehensive planning the event. The Host institution nominates a Chair-person that joins the RMA Board for the four year duration.

The annual meeting is a premier event for educational facilities professionals. It's a networking and learning experience for facilities officers, directors, and management personnel at every level from Facilities Management which includes Operations and Maintenance; Campus Planning; Project Management, Construction and Architectural Services; all other institutional services.

The educational sessions explore the latest trends, challenges and solutions facing facilities organizations within colleges and universities; K-12 private academies and public school systems; libraries, museums, and other institutions of learning.

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RMA 2015

Conference Planning Committee



Victoria Drummond

Chair RMA 2015, Transportation, EFP/CEPF
Credentialing, Board Member, Scheduling

Lauren Sherman-Boemker

Attendee and Business Partner Registration, Finance,
Administration



Candace Mastel

Fishing, Theme Dinner, Decoration and Signage,
Entertainment

Nichole Tramel

Professional Development Session, Agenda at a
Glance



Jeni Luft

Banquet, Meal Service, Gifts/Awards, Business Partner
Information



Jeff Butler

MSU Events, Special Needs

Dan Stevenson

Special Speaker and Events



Gary Gramer

Conference IT, Graphic Design, Website, Guide Book



EJ Hook

Keynote Speaker, Golf Tournament, Entertainment



Kevin Lucus

Golf Tournament



Big Sky Resort

Concierge Activities and Hotel Accommodations





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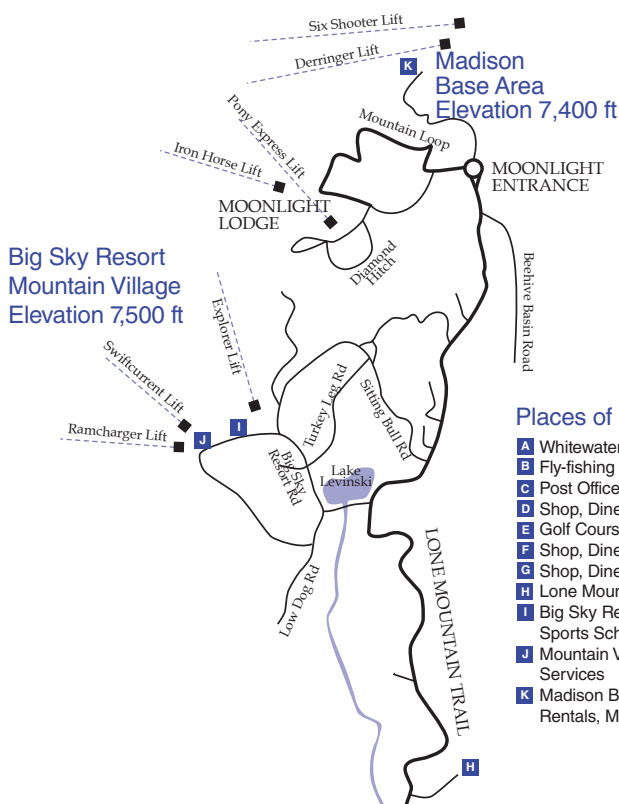
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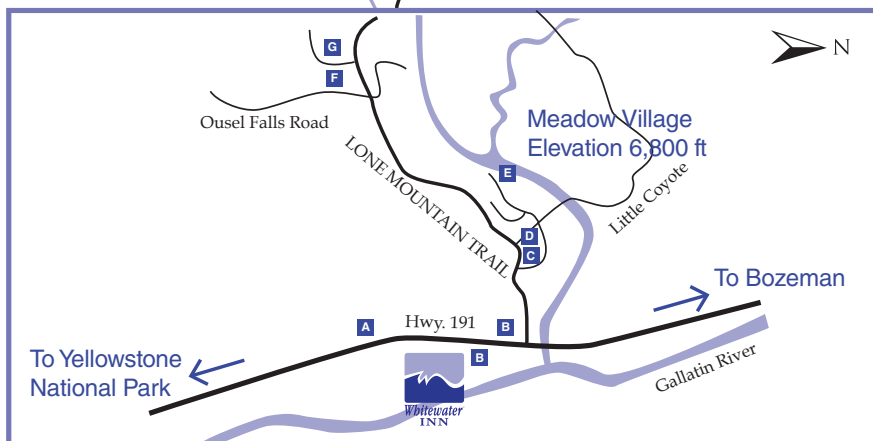
Come see us at Booth 39
Call 630-305-1419 for more information.

BIG SKY RESORT VICINITY MAP

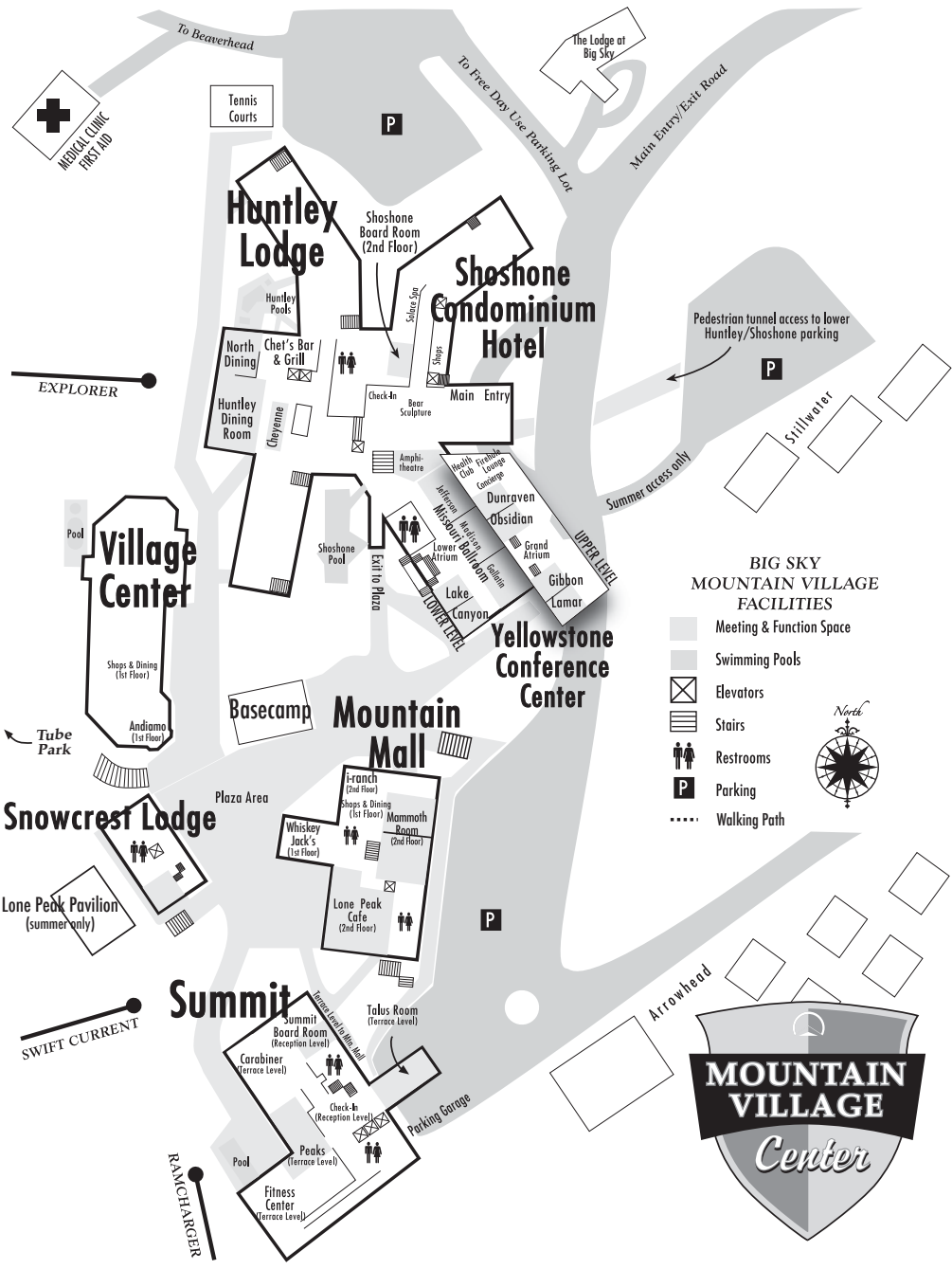


Places of Interest

- A** Whitewater Rafting in the Gallatin Canyon
- B** Fly-fishing Outfitters in Gallatin Canyon
- C** Post Office
- D** Shop, Dine at Meadow Center
- E** Golf Course
- F** Shop, Dine at Town Center
- G** Shop, Dine at West Fork Meadows
- H** Lone Mountain Ranch - Cross Country Skiing
- I** Big Sky Resort - Lift Tickets, Rentals, Mountain Sports School
- J** Mountain Village - Shopping, Restaurants, Services
- K** Madison Base Area (day use only) - Lift Tickets, Rentals, Mountain Sports School, Shop, Dine



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Thank you

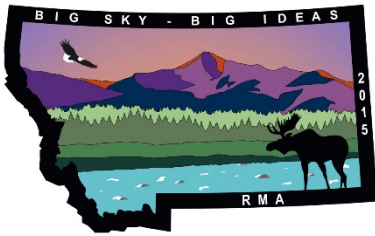


YELLOWSTONE CLUB

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A very special thanks to Montana State University, Campus Planning, Design & Construction and Facilities Services for their work in planning the RMA 2015 Conference.



RMA 2015 Schedule of Events

Tuesday, September 8, 2015

- 8:00 AM – 9:00 AM RMA Board Breakfast (by invitation only)
Lamar / Gibbon Room
- 9:00 AM – 5:00 PM RMA Board Meeting (by invitation only)
Lamer / Gibbon Room
- 12:00 Noon – 1:00 PM Registration Early Check-In
Firehole Lounge
- 2:00 PM – 4:00 PM Montana State University (MSU) Campus Tour
(must provide own transportation to MSU. Contact
Jeff Butler to coordinate jbutler@montana.edu).
MSU Plew Building
- 6:00 PM – 9:00 PM RMA Board Dinner (by invitation only)
Cabin Bar & Grill



Wednesday, September 9, 2015

- 7:00 AM – 6:00 PM Registration
Firehole Lounge
- 7:00 AM – 9:00 AM Grab-n-Go Breakfast (only available for those signed up for Fishing & Golf activities)
Huntley Lodge Lobby
- 7:30 AM – 4:00 PM Float Fishing Activity
Meet in lobby of Huntley Lodge
- 8:00 AM – 4:00 PM Golf Activity
Meet in lobby of Huntley Lodge
- 8:00 AM – 3:00 PM Network with Counterparts at MSU and MSU
Campus Tour (must provide own transportation to MSU. Contact Jeff Butler to coordinate jbutler@montana.edu).
Tours will be given from 10:00 AM – 12:00 Noon
MSU Bozeman
- 9:30 AM – 4:00 PM Walk/Wade Fishing Activity
Meet in lobby of Huntley Lodge
- 4:00 PM – 9:00 PM Business Partners – Booth Set-up
Missouri Ballroom
- 5:00 PM – 6:00 PM RMA First Timers' Orientation / Reception / Group Photo
Lamer / Gibbon Room
- 6:00 PM – 8:00 PM Opening Reception & RMA President's Welcome
Cocktails and Hors d'oeuvres
Lone Peak Pavilion - Outdoor Tent on Plaza
(Weather contingency Mountain Mall)
- 6:00 PM – 8:00 PM RMA Group Photos
Meet outside, on mountain side of tent
Canada @ 6:20 PM Wyoming @ 7:10 PM
Colorado @ 6:30 PM Arizona @ 7:20 PM
Utah @ 6:40 PM Montana @ 7:30 PM
New Mexico @ 6.50 PM Mexico @ 7:40 PM
Idaho @ 7:00 PM

Thursday, September 10, 2015

7:00 AM – 7:30 AM Registration
Firehole Lounge

Registration for Today's Mobile Events
Firehole Lounge

7:00 AM – 8:00 AM Breakfast Buffet
Huntley Dining Room

7:30 AM – 8:00 AM RMA President's Welcome
Huntley Dining Room

8:00 AM – 9:00 AM Keynote Speaker, Chad Pregracke
Huntley Dining Room

9:00 AM – 5:30 PM Registration
Firehole Lounge

9:00 AM – 9:45 AM Business Partner Networking
Missouri Ballroom

9:00 AM – 12:30 PM

Track 1 - Session 1 <i>The Lone Peak Experience: Mountain Safety, Marketing, and a Behind-the-Scenes Tram Tour</i> (Space limited, preregistration required)
Outdoor / Mobile Site

9:15 AM – 9:45 AM Chad Pregracke book signing
Missouri Ballroom

9:45 AM – 10:45 AM

Track 1 - Session 2 <i>Reach for the STARS</i>	Track 1 - Session 3 <i>Data or Valuable Metrics: FM's...Harness the Power</i>	Track 1 - Session 4 <i>Inspiring Excellence in Everything We Do</i>	Track 1 - Session 5 <i>Trades Apprenticeship Programs</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room	North Cheyenne Conference Room

10:45 AM – 11:30 AM Business Partner Networking & Refreshments
Missouri Ballroom

11:30 AM – 12:30 PM

Track 2 - Session 1 <i>Technological Advances in Asbestos-Tracking Materials from Cradle to Grave</i>	Track 2 - Session 2 <i>Long Range Utility Planning in an Evolving Energy Environment</i>	Track 2 - Session 3 <i>Creating a Comprehensive Physical Security System</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room

11:30 AM – 12:30 PM RMA Standard & Code Committee
North Cheyenne Conference Room

12:30 PM – 1:30 PM Lunch & RMA Business Meeting
Huntley Dining Room

1:30 PM – 2:00 PM Business Partner Networking
Missouri Ballroom

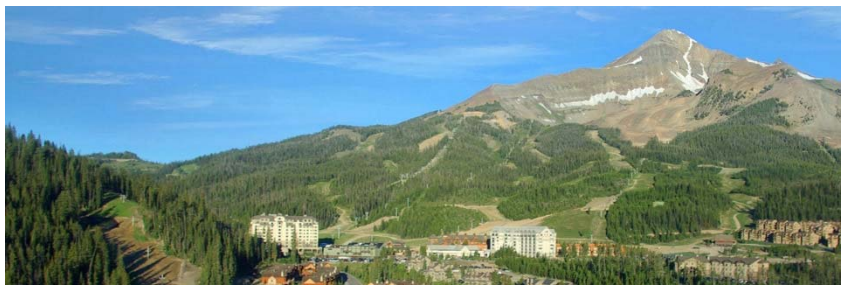
1:30 PM – 4:30 PM

Track 3 - Session 1 <i>Yellowstone Club Tour: Customer Service, Development, and Mountain Operations (Space limited, preregistration required)</i>
Outdoor / Mobile Site

2:00 PM – 3:00 PM

Track 3 - Session 2 <i>Water Production, Distribution, and Use</i>	Track 3 - Session 3 <i>A Blueprint for Records Management</i>	Track 3 - Session 4 <i>Expanding Horizons: Leadership MSU</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room

3:00 PM – 3:30 PM Business Partner Networking
Missouri Ballroom



3:30 PM – 4:30 PM

<p>Track 4 - Session 1 <i>Peaks to Plains</i></p>	<p>Track 4 - Session 2 <i>Becoming Intimate with your Campus Environment from a Designer's Perspective</i></p>	<p>Track 4 - Session 3 <i>Upgrading the Campus Electrical Systems for Increased Reliability</i></p>	<p>Track 4 - Session 4 <i>Informational Session on Changes to APPA's Credentialing Program (EFP/CEFP)</i></p>
<p>Amphitheatre</p>	<p>Obsidian / Dunraven Room</p>	<p>Lamar / Gibbon Room</p>	<p>North Cheyenne Conference Room</p>

5:00 PM – 5:30 PM

Bus Loading for 320 Guest Ranch
Huntley Lodge Main Entrance

6:00 PM – 9:30 PM

Big Sky – Big Ideas Dinner
320 Guest Ranch on the Gallatin River

9:30 PM – 10:15 PM

Bus Loading for Return to Big Sky Resort
320 Guest Ranch on the Gallatin River



Friday, September 11, 2015

- 7:00 AM – 7:30 AM Registration
Firehole Lounge
- Registration for Today's Mobile Event
Firehole Lounge
- 7:00 AM – 8:00 AM Breakfast Buffet
Huntley Dining Room
- 7:30 AM – 8:00 AM APPA President's Welcome
Huntley Dining Room
- 8:00 AM – 9:00 AM Keynote Speaker, Jim Evanoff
Huntley Dining Room
- 9:00 AM – 12:00 Noon Registration
Firehole Lounge
- 9:00 AM – 9:45 AM Business Partner Networking
Missouri Ballroom

9:00 AM – 12:30 PM

Track 5 - Session 1 <i>The Lone Peak Experience: Mountain Safety, Marketing, and a Behind-the-Scenes Tram Tour</i> (Space limited, preregistration required)
Outdoor / Mobile Site

9:45 AM – 10:45 PM

Track 5 - Session 2 <i>Active Energy Management and the Ability to Influence Data-Driven Change</i>	Track 5 - Session 3 <i>What the GIS? Facility Asset Management and GIS Implementation</i>	Track 5 - Session 4 <i>Developing Your Culture: A Review of Your Organization from the Symbolic Frame</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room

- 10:45 AM – 11:30 AM Business Partner Networking
Missouri Ballroom
- 11:30 AM – 12:30 PM RMA Meeting – 14er's Club Meeting
Missouri Ballroom

11:30 AM – 12:30 PM

Track 6 - Session 1 <i>Achieving Ambitious Energy Goals on a University Campus</i>	Track 6 - Session 2 <i>Electronic Leak Detection for Roofing and Waterproofing: Design, Methods, and Benefits</i>	Track 6 - Session 3 <i>Changing Pedagogy: Classroom to 21st Century Instructional Spaces</i>	Track 6 - Session 4 <i>Dear Contract...</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room	North Cheyenne Conference Room

12:30 PM – 1:30 PM

Lunch
Huntley Dining Room

Colorado Chapter Meeting
Huntley Dining Room – Reserved Seating

1:30 PM – 2:00 PM

Business Partner Networking
Missouri Ballroom

2:00 PM – 3:00 PM

Track 7 - Session 1 <i>Managing your Facilities and Performance with a Total Infrastructure Management System Technology</i>	Track 7 - Session 2 <i>Interdisciplinary Design: From Process to Reality by Creating Project Champions Out of Stakeholder Groups</i>	Track 7 - Session 3 <i>Real Colors (Limited to 25)</i>	Track 7 - Session 4 <i>Tree Campus USA: A Tool for Managing Your Tree Resources</i>
Amphitheatre	Obsidian / Dunraven Room	Lamar / Gibbon Room	North Cheyenne Conference Room

3:00 PM – 3:30 PM

Business Partner Networking
Missouri Ballroom



3:30 PM – 4:30 PM

Track 8 - Session 1 <i>The Cost of Future Proofing</i>	Track 8 - Session 2 <i>A Campus Bicycle Master Plan for a Bike Friendly Campus</i>	Track 8 - Session 3 <i>Informational Session on Changes to APPA's Credentialing Program (EFP/CEFP)</i>	Track 8 - Session 4 <i>SMART Meters Make Smarter Campuses</i>
Lamar / Gibbon Room	Obsidian / Dunraven Room	North Cheyenne Conference Room	Amphitheatre

3:30 PM – 5:30 PM Business Partners – Booth Breakdown
Missouri Ballroom

4:30 PM – 5:15 PM Host Committee Review Meeting
Missouri Ballroom

5:30 PM – 6:00 Pm Reception & Cocktails
Chet's Bar & Grill & Outdoor Patio

6:00 PM – 10:00 PM Closing Banquet Dinner & Awards
Huntley Dining Room



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RMA 2015 – Overview of Track Goals

The sessions in the Institutional & Organizational Leadership track inspire participants to be leaders at their institutions by modeling examples of successful organizational improvements. These sessions explore how to develop leadership characteristics by taking initiative and using existing resources to better problem-solve.

The sessions included in the Technology & Methods of Implementation track are designed to equip participants with tools that improve business processes and job performance. Participants will increase their awareness of the inherent benefits and challenges of innovative problem-solving methods and, by using session examples and deliverables, will leave ready to apply these techniques at their own institutions.

The sessions included in the Maintaining a Culture of Service Excellence track investigate organizational culture - as well as user wants, needs, and expectations - in order to determine how facilities personnel can better deliver services to improve stakeholder experiences.

The sessions in the Sustainability and Stewardship track explore how to protect and preserve our campus resources, both natural and cultural. These presentations showcase the practical, cost-effective nature of sustainable practices and explore how to track and promote sustainable behaviors on campus.

Mobile sessions offer participants active, engaging experiential learning. Participants will tour Big Sky's most popular attractions and interact with staff members to learn about their planning and operations.

Keynote Speakers RMA 2015

Thursday, September 10, 2015

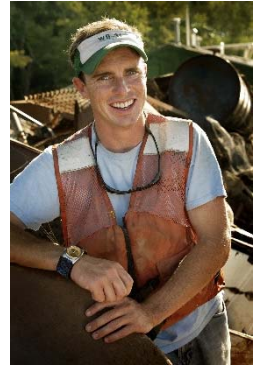
Chad Pregracke, founder of Living Lands & Waters.

The Mississippi River was literally Chad Pregracke's backyard while growing up outside of Hampton, Illinois. The son of educators and river enthusiasts, KeeKee and Gary Pregracke, Chad and his older brother, Brent, spent the majority of their time on, in, and around the Mississippi and Illinois Rivers.

During his summer breaks from high school and college, Chad worked on the river--primarily as a commercial shell diver for the cultured pearl industry, but also as a commercial fisherman and barge hand. Typically working miles away from home, he camped on the islands and shorelines of the Illinois and Mississippi Rivers to save money and fuel. It was during this time that Chad began to realize how neglected the rivers were, with the unsightly and toxic accumulation of trash along their banks. At the age of 17, he started making calls to government agencies to notify them of the problem, assuming someone would take care of it. Year after year passed by and the problem only worsened. In 1997 Chad decided that, if no one else was going to clean up the river, he would. One river, one piece of garbage at a time.

In 1998 at the age of 23, Chad founded Living Lands & Waters, a not-for-profit organization based in East Moline, Illinois, dedicated to cleaning up and preserving our nation's rivers. Today, the organization has grown to include 10 full-time employees and a fleet of 4 barges, a towboat, 6 workboats, 2 skid steers, 5 work trucks and a large box truck. With this equipment, the crew is able to travel and work in an average of 9 states a year along the Mississippi, Illinois, Ohio, Missouri, and Potomac Rivers, as well as many of their tributaries. Since the project's inception, Chad, his crew, and over 60,000 volunteers have collected over 6 million pounds of debris from our nation's greatest rivers. Most recently, Chad expanded the mission of the organization to include Big River Educational Outreach, The Million Trees Project, and the Adopt-a-River Mile programs.

Chad's vision, charisma, non-stop work ethic and natural leadership have garnered him an abundance of awards and honors over the years. Most notably, Chad was the recipient of the Jefferson Award for Public Service, America's version of the Nobel Prize, in June 2002. Chad accepted this award



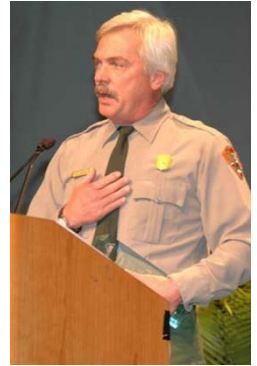
in the United States Supreme Court in Washington D.C. with other award recipients: Rudolph Giuliani, Bill and Melinda Gates, and Lilly Tartikoff. Chad is the author of ***From the Bottom Up: One Man's Crusade to Clean America's Rivers.***

Whenever he can get away from his rigorous work schedule, Chad enjoys fishing, hunting, skateboarding, snowboarding, wind surfing, and recycling used and salvaged materials by incorporating them into new projects.

Friday, September 11, 2015

Jim Evanoff, Environmental Protection Specialist, Yellowstone National Park (Retired)

Jim has been with the National Park Service for the past 32 years. His career has involved working in four other National Parks before coming to Yellowstone NP in 1988. While in Yellowstone, Jim was the Environmental Specialist. His work experiences have varied from assisting in wolf reintroduction to spearheading many of the Park's sustainability initiatives, specializing in solid waste management, transportation issues and the advancement of bio-based products. Jim managed many of Yellowstone's environmental programs and continues to provide guidance to other national parks and state/federal facilities for achieving sound environmental stewardship. He holds a Bachelor of Science degree from the University of Wisconsin.



Sustaining Yellowstone National Park: A 143 Year Journey

Yellowstone National Park created the "Greening of Yellowstone" concept in 1995. Since then, the park has made remarkable progress in promoting sustainable practices and advancing sound environmental stewardship initiatives. The presentation will focus on the challenges of collaborating with public and private entities, as well as academia to ensure success in instituting unique environmental programs. Jim will take you on a journey into the parks rich history and how Yellowstone has emerged as a leader in the national park system for instituting sustainable practices into the future.



RMA 2015 Sessions

Thursday, September 10, 2015

Track 1 – Session 1 (9:00 AM – 12:30 PM)

The Lone Peak Experience: Mountain Safety, Marketing, and a Behind-the-Scenes Tram Tour (Space limited, preregistration required)



How can facilities professionals bring awareness to and promote their activities on campus? Join us for this special mobile session to enjoy a complementary tram tour and explore its operations and mountain safety. Participants will learn about the history of **Big Sky Resort**, as well as how to market facilities operations and anticipate future developments.

Track 1 – Session 2 (9:45 AM – 10:45 AM)

Reach for the STARS

How can your campus use the Sustainability Tracking, Assessment & Rating System (STARS) to track innovative, unique sustainability efforts that might go undetected by other systems? STARS can seem daunting and arduous at first, but Colorado State University has learned how to optimize this system to benchmark sustainability goals and use STARS ratings to create “brand recognition.” Participants will leave prepared to create STARS reports across campus to track and promote departmental efforts that lead to impressive STARS ratings.



**Carol Dollard, M.S. Mechanical Engineering
Energy Engineer, Colorado State University (CSU)**

Carol Dollard co-chairs the Presidents Sustainability Committee at CSU. In her 16 years with CSU, Carol has collaborated on 17 LEED Gold buildings, a LEED Platinum building, and 14 photovoltaic installations. She has helped manage \$10 million in energy and water efficiency projects, as well as a wood-chip-burning biomass plant. In addition, Carol leads the annual greenhouse gas inventory and updates to the CSU Climate Action Plan.

Track 1 – Session 3 (9:45 AM – 10:45 AM)

Data or Valuable Metrics: FM's...Harness the Power

We all collect data, but how many of us have metrics? This presentation demonstrates how to put data into action by developing a metrics “culture.” Participants will learn how to simplify documentation, identify value, and

appropriately use vendors to optimize custodial services, operations & maintenance contracts, and other common situations.



**Jeff Sawyer, M.S. Construction Management
Director of Strategic Engagements, Arizona State
University (ASU) Performance Based Studies Research
Group**

Jeff Sawyer is a researcher and director with over 25 years of experience. Jeff co-founded a water/wastewater design build firm (Fann Environmental), was a capital improvements projects manager (City of Prescott, AZ), and assisted with a \$1.7 M awarded Arizona State Park design build. As a construction company owner and owner representative, Jeff has led planning and design teams in both horizontal and vertical construction.

**Track 1 – Session 4 (9:45 AM – 10:45 AM)
*Inspiring Excellence in Everything We Do***

The role of customer service in client satisfaction is undeniable, but how can you create a culture of customer service that impacts the entire university community? Through fun, engaging exercises, participants will learn how to perceive service through a customer’s lens, distinguish mediocre from excellent service, and create simple behavior changes that transform customer experiences from “eh” to “wow!”



**Dr. Betsy Webb, Ed.D. Adult and Higher Education,
SPHR*
Professional Development & Training Manager,
Montana State University**

Dr. Betsy Webb is passionate about hands-on training and has over 25 years of experience in national and international program delivery. She co-chairs the Service Excellence initiative, develops leadership curricula for Leadership MSU, manages the Financial and Management Development certificate programs, and creates customized training for university employees.

**Victoria Drummond, M.E.P Environmental & Urban
Planning, LEED AP*
Associate University Planner, Montana State
University (MSU)**



Victoria Drummond is AICP* certified, a GBCI* Educational Course Reviewer, and in 2014 became APPA's first CEFPP* in the state of Montana. She has been in her current

position with MSU's Campus Planning, Design & Construction department for nine years and is on the RMA Board as the 2015 RMA Conference Host Chair.

Track 1 – Session 5 (9:45 AM – 10:45 AM)

Trades Apprenticeship Programs

Costly turnover, overqualified applicant pools, compression pay, demands for more money, lack of incentive for employees—can you relate to any of these institutional strains? If you work in educational facilities management, odds are that these issues are all too familiar to you. UCB has counteracted many of these problems by creating, implementing, and monitoring two trades apprenticeship programs (mechanical/structural) in the past year and a half. This presentation will equip participants with sufficient tools and knowledge to create similar training programs at their own institutions.



Lynn James Fletcher, M.B.A. Business Administration, CEFP*
Manager of Mechanical/Electrical Trades, University of Colorado (UC)

Before coming to UC Facilities Operations 10 years ago, Lynn Fletcher served in the United States Navy for 26 years. He has graduated from APPA's Institute for Facilities Management and the Leadership Academy, earned APPA teaching credentials, and is a qualified RMA 14'ers Club mentor. Lynn's efforts have been published twice and he recently received the 2015 APPA Award for Effective and Innovative Practices.

Track 2 – Session 1 (11:30 AM – 12:30 PM)

Technological Advances in Asbestos-Tracking Materials from Cradle to Grave

Managing asbestos sample data, construction, and abatement is a challenge, but tools exist to make this process as painless as possible. This presentation discusses UCB's development of the customized Material Management System that integrates CAD documentation and uses mobile technology to manage materials and the life of projects. Participants will learn about cost benefits, increased client satisfaction, and consider the applicability at their own institution.



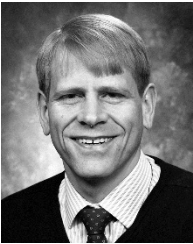
**Timothy Lockhart, M.S Industrial Hygiene
Industrial Hygienist, University of Colorado (UC)**

Timothy Lockhart is a member of UC's Leadership Team for Environmental Health & Safety (EH&S). Timothy manages asbestos, lead, and indoor air quality, trains employees, and assesses exposure risks. His deep understanding of federal and state regulations, as well as available technologies, sets him apart from other industrial hygienists. This allows him to provide significant cost savings for clients while ensuring sound health and safety solutions.

Track 2 – Session 2 (11:30 AM – 12:30 PM)

Long Range Utility Planning in an Evolving Energy Environment

Most campuses have a heating plant, but what happens when your old heating systems no longer fit your needs? This presentation compares UW's Utility Master Plan to current situations and teaches participants how to effectively examine the fuel market in order to make smart, sustainable choices.



**Forrest "Frosty" A. Selmer, B.S. Mechanical
Engineering, PE*
Deputy Director, University of Wyoming (UW) Utilities
Management**

Forrest Selmer has over 35 years of facilities engineering and management at UW. He manages over 7 million feet of utility infrastructure, which includes a coal-fired Central Energy Plant, 13.2KV electrical distribution system, 5 miles of steam tunnels, and campus-wide automation systems. Forrest has been involved in every major facility project since 1993 and enjoys taking advanced structural and electrical engineering courses to grow professionally.

**Henry Johnstone, PE*
President, GLHN Architects & Engineers, Inc.**

Henry Johnstone helps higher education institutions nationwide seek sustainable, cost-effective solutions. Henry's graduate work was motivated by the study of active and passive solar energy systems at the University of Arizona, which culminated in studying salt gradient solar points at the Solar Energy Research Institute. His work centers on analysis, planning, design, and commissioning of energy systems and campus infrastructure.



Track 2 – Session 3 (11:30 AM – 12:30 PM)

Creating a Comprehensive Physical Security System

Facilities managers need to provide security within their jurisdiction in order to protect people, property and information. What used to be a simple task has recently morphed into a complicated one. What are the best strategies to create comprehensive risk management, incident response, and disaster recovery systems? Participants who attend this session will learn requirements and methods for providing security, as well as ideas for how to integrate physical and operational security with personnel, technology, business, and policy needs.



**Stephen Baiamonte, M.S. Public Relations
General Services Division, State of Montana
Department of Administration**

Stephen Baiamonte is a former Commander of the Dignitary Protection Detail who currently serves as the Capital Complex Security Director. He also manages state real estate, graphics/document production, and agency mail services in addition to operations and maintenance of capital city facilities. He is actively involved in enterprise security policy management, incident management, risk mitigation, disaster recovery, and continuity planning.

Track 3 – Session 1 (1:30 PM – 4:30 PM)

Yellowstone Club Tour: Customer Service, Development, and Mountain Operations (Space limited, preregistration required)

The **Yellowstone Club** is well recognized for providing out-of-this world service to their elite clientele. What strategies do they employ to anticipate and respond to their clients' wants and needs? Join us for this special mobile session and visit the celebrated Yellowstone Club. Participants will learn about the Yellowstone's Club history and discover how the facility managed to build a worldwide reputation for service excellence.



Track 3 – Session 2 (2:00 PM – 3:00 PM)

Water Production, Distribution, and Use

Are you concerned about droughts affecting the Rocky Mountain region? Are you facing increasing municipal and sewer rates? Using University of Arizona-Tucson's infrastructure as a case study, participants will learn how to examine operation and maintenance challenges, reduce water consumption, and recognize opportunities for significant cost savings. Participants will review performances of several conservation strategies, including investigating how temperature regulation and electric power affects water usage, which will change how you think of water at your campus.

Christopher M. Kopach, M.S. Organizational Management
Assistant Vice President, University of Arizona (UA)
Facilities Management



Chris Kopach has 30+ years of facilities management experience representing past work at the University of Michigan and contract services. Chris has served as a RMA past President and Sr. Rep. He currently sits on the APPA National Board. Chris uses solid leadership to motivate efficient, effective teamwork and process refinements that conserve UA's resources.



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Track 3 – Session 3 (2:00 PM – 3:00 PM)

A Blueprint for Records Management

Many facilities organizations have boxes of records unsystematically stored so that you cannot always find the information you want when you need it. Does this sound familiar? Have you ever wondered how to organize your records so that you are legally compliant and administratively efficient? This presentation teaches participants the requirements of a successful records management program and discusses how to improve programs at the departmental level.



**Joshua Meyer, M.S. Sustainable Development, MLIS
Information Science
Digital Archivist, University of Pennsylvania (UP)
Facilities and Real Estate**

Joshua Meyer has worked at UP’s Office of the University Architect since 2013. Josh, who also has a degree in Landscape Architecture, first combined his interest in A/E collections and information management by authoring international reports on sustainability, cultural landscapes, historic sites, and character assessments. Now he analyzes trends in facilities information management to promote system-wide sharing and centralization.

**Nichole Tramel, M.A. Archaeology, Museum Studies,
History
Records Management Specialist, Montana State
University**



Nichole Tramel preserves architecture and engineering records to answer questions about the university’s built environment. Nichole has worked in county planning/historic preservation, city parks & recreation, university residential services, as well as university sustainability and waste reduction. She has applied her curatorial and historical collections management training to over 20 international institutions in the past 7 years.

**Track 3 – Session 4 (2:00 PM – 3:00 PM)
*Expanding Horizons: Leadership MSU***

How do you create a training program that offers employees continuing education, builds leadership skills, and promotes campus facilities? Leadership MSU creators and innovators will show participants how to implement a successful, institution-wide leadership training program that deepens employees’ understanding of campus operations. Participants will learn about program structure, leadership curricula, and benefits to facilities staff.



**Dr. Betsy Webb, Ed.D. Adult and Higher Education,
SPHR*
Professional Development & Training Manager,
Montana State University**

Dr. Betsy Webb is passionate about hands-on training and has over 25 years of experience in national and international program delivery. She co-chairs the Service Excellence initiative, develops leadership curricula for Leadership MSU, manages the

Financial and Management Development certificate programs, and creates customized training for university employees.

Jeff Butler, M.S. Construction Engineering Management
Director, Montana State University Facilities Services



Jeff Butler started his Facilities career as the Work Control Center Supervisor (1988.) In his current position that he has held since 2006, he provides service to almost 16,000 students and approximately 3,000 staff/faculty on a 950-acre campus. Jeff is a graduate of APPA's Institute for Facilities Management (1997) and the Professional Leadership Academy (2003.)



Rebecca Barney, Certificate of Sustainability Leadership
Contract Administrator, Montana State University
Campus Planning, Design & Construction (CPDC)

Since 2008, Rebecca Barney has supported construction activity for both CPDC and Facilities Services departments. Rebeca attended South Puget Sound Community College and has spent 20+ years working for the government in various capacities. She has worked for the State of Washington's Division of Engineering & Architectural Services, as well as the Department of Corrections Environmental Services Program.

Track 4 – Session 1 (3:30 PM – 4:30 PM)
Peaks to Plains

Have you ever wondered how to save water, energy, time, and facilities resources? This presentation explores water conservation and the use of solar power at the MSUB campus. Participants will learn how to create an academic bridge with Facilities Services by using faculty and student involvement to complete projects.



Jason McGimpsey, M.Arch. Architecture, LEED AP*
Director, Montana State University-Billings (MSUB)
Facilities Services

Jason McGimpsey transitioned from a Journeyman Carpenter into a position with A&E Architects in 1999 where he was involved with many diverse projects, including leading a design team to the first ever LEED accredited project in a National Park. Jason joined MSUB Facilities Services in 2010 and took over as Director in 2012.

Track 4 – Session 2 (3:30 PM – 4:30 PM)

Becoming Intimate with your Campus Environment from a Designer’s Perspective

Basic design principles require designers, architects and planners to become acquainted with the project site before initiating a project. How can educational facility professionals best leverage our unique vantage points as campus participants to improve our relationship with the campus environment through daily observations and experiences? This presentation offers participants simple exercises to illustrate how to enhance design services and build a better campus.



**Aaron Britton, B.S. Environmental Design
Project Designer, Montana State University (MSU)**

After graduating from the University of California Davis, Aaron Britton left the Bay Area to travel around the West Coast and design for firms with a wide array of specialties: custom lighting, mercantile and commercial spaces, wineries and high-end residences, and public/commercial projects. He worked as project designer for the University of Georgia before coming to MSU's Campus Planning, Design & Construction in 2010.

Track 4 – Session 3 (3:30 PM – 4:30 PM)

Upgrading the Campus Electrical Systems for Increased Reliability

Utility failures are seen as inevitable nuisances, but failures can cause serious damage; how can a university with a lot to lose upgrade utilities and minimize disruptions? Representatives from the University of Utah, which hosts a hospital and critical research activities that cannot afford outages, will discuss their phased electrical service restructuring plan and teach participants how to prioritize changes, account for future growth, improve communication, expand capacity, and use redundancy to promote electrical reliability.



Dr. Cory D. Higgins, Ph.D., PE*
**Director, University of Utah (UU) Facilities &
Construction**

Dr. Cory Higgins has over 30 years of experience leading facilities and has championed efforts to rebuild UU's aging infrastructure and buildings over the past 9 years. Cory has taught graduate facility management courses and presents on facility leadership topics at conferences around the country.

David E. Wesemann, LEED-AP, ATD, PE*
President, Spectrum Engineers

In addition to being president, Dave Wesemann is a principal electrical engineer and the C.O.O* of Spectrum's Higher Education Center of Excellence. He is a registered PE in 27 states and has designed electrical systems for buildings of all shapes and sizes during his 25 years with Spectrum. Dave specializes in power reliability in electrical infrastructure design for campuses that require reliability for critical functions such as research including data centers, laboratories, and hospitals.



Track 4 – Session 4 (3:30 PM – 4:30 PM)

Informational Session on Changes to APPA's Credentialing Program (EFP/CEFP)*

Managing a campus is like managing a small city. It requires vision and comprehensive understanding of structures and their environments. The EFP* shows that you are familiar with standards and best practices; the ability to perform research-supported stewardship; and the facts, ideas and principles that contribute to creative and sound directions. Beyond the EFP Credential level, the Certified Education Facilities Professional (CEFP) designation denotes the highest level of educational facilities mastery: promotion of leadership and critical thinking while elevating the credibility of the individual who holds the certification and their represented institution.

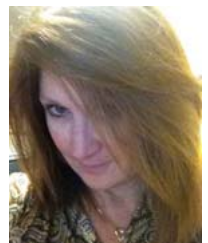


Lynn James Fletcher, M.B.A. Business Administration, CEFP*
Manager of Mechanical/Electrical Trades, University of Colorado (UC)

Before coming to UC Facilities Operations 10 years ago, Lynn Fletcher served in the United States Navy for 26 years. He has graduated from APPA's Institute for Facilities Management and the Leadership Academy, earned APPA teaching credentials, and is a qualified RMA Fourteeners Club mentor. Lynn's efforts have been published twice and he recently received the 2015 APPA Award for Effective and Innovative Practices.

Lisa Potter, EFP, CEFP*
Associate Director of Facilities, University of Colorado-Boulder (UCB)

Lisa Potter directs recycling, custodial, solid waste and integrated pest management programs. An APPA Institute for Facilities Maintenance and Leadership Academy



graduate, she serves on the RMA Board as the Membership Chair and a 14^{ers} Club Mentor. Lisa is a recipient of: Pacesetter Award, Unsung Hero Award, H. Val Peterson Award and President's Award.



Christina Hills, APPA Director of Credentialing and Benchmarking

Christina Hills directs credentialing and certification efforts, including the CEF^P* and EFP*, and oversees the annual FPI* benchmarking and performance measurement tool. Christina has been with APPA 8 years and is the staff liaison to the CAPP^A region, the Credentialing Board, the Professional Affairs Committee, and the Awards and Recognition Committee.



I hope there are more sessions tomorrow.

The attendees today were delicious!

RMA 2015 Sessions

Friday, September 11, 2015

Track 5 – Session 1 (9:00 AM – 12:30 PM)

The Lone Peak Experience: Mountain Safety, Marketing, and a Behind-the-Scenes Tram Tour (Space limited, preregistration required)



How can facilities professionals bring awareness to and promote their activities on campus? Join us for this special mobile session to enjoy a complementary tram tour and explore its operations and mountain safety. Participants will learn about the history of **Big Sky Resort**, as well as how to market facilities operations and anticipate future developments.

Track 5 – Session 2 (9:45 AM – 10:45 AM)

Active Energy Management and the Ability to Influence Data-Driven Change

How can you filter the overwhelming flood of data that, combined with a lack of meaningful measurement strategies, prevents facilities teams from making changes to systems or practices? The University of Arizona had success working with McKinstry to transition from theory-based operations to data-driven energy management decision making as inspired by the motivating text *Influencers*. Participants will learn how to identify, verify, optimize, monetize, and utilize energy metrics to become industry Influencers.



Christopher M. Kopach, M.S. Organizational Management
Assistant Vice President, University of Arizona (UA)
Facilities Management

Chris Kopach has 30+ years of facilities management experience representing past work at the University of Michigan and contract services. Chris has served as a RMA past President and Sr. Rep. He currently sits on the APPA National Board. Chris uses solid leadership to motivate efficient, effective teamwork and process refinements that conserve UA's resources.

**Phillips Saieg, GBCI, CEM, LEED AP O+M*
Energy & Facility Solutions, McKinstry**

Phillip Saieg delivers advanced technical and energy-related services for McKinstry's Rocky Mountain Region. Phillip has offered international energy, environmental, design, and construction solutions to public and private customers since 2005; his focus is cutting-edge, high performance smart buildings in commercial, municipal, education, and healthcare contexts. Phillip, a graduate from the National Renewable Energy Laboratories' Energy Executive Institute program, is a published author and regular speaker on energy conservation topics.



**Jim Knutson, Director of Business Development,
McKinstry**

Jim Knutson directs McKinstry's Southwestern operations. Jim has served on regional and national boards while providing Strategic Relationship Mapping and Business Development training programs for diverse audiences. He is recognized as an industry pioneer in energy efficiency in addition to project and organizational leadership. An RMA 14'er with over 32 years of energy industry experience, Jim's unique skill set and diverse perspective multiplies his value in the energy conservation field.

Track 5 – Session 3 (9:45 AM – 10:45 AM)

What the GIS? Facility Asset Management and GIS Implementation

In a fast-paced production environment, where decisions need to be made quickly and confidently for the future of a facility program, being able to have the correct information at your fingertips can be the difference between saving or losing millions of dollars. What are the best tools to aid field technicians in collecting and submitting reliable field data so that facility managers can make the best decisions regarding asset management? This presentation alerts participants to well-planned mobile applications that create accurate, CAD or GIS- compatible spatial records.



**Christian Black, B.A. Education
Mapping Technician, Montana State University (MSU)**

Christian Black performs utility locates and mapping services as part of MSU's Campus Planning, Design & Construction department. Before coming to MSU, he taught in three rural Native Alaskan villages, was a Land Survey Technician in Homer, AK, and was a locator for the City of Casper, WY. In his current position, Christian monitors and protects utilities,

as well as creates maps to record campus resources and infrastructure.

**Jonathan Belnap, Technical Assurance Region
Manager, Western Region**

Jonathan Belnap is a senior consultant as well as a regional manager. After college, Jon built an impressive roofing resume including contracting, consulting, and managing. Currently, he provides nationwide roofing and waterproofing consultations-- inspections, design, and testing-- to Technical Assurance clients. He is a forensic roof consultant, serves as an expert witness, and advances the roofing industry by speaking and instructing.



**Garrett Moeller, M.S. Urban Planning, Design,
Development and GIS
Director of Spatial Solutions, Technical Assurance**

Garrett Moeller's graduate education focused on GIS systems and he has over 10 years of experience in IT management roles, web development, and web mapping technology. As the manager for the 'Spatial Solution' department, he is key to Technical Assurance's ON-PNT asset management solutions.

Clark Gunness, A.B., CEO, Gaussan Technologies

After graduating from Harvard University, Clark Gunness became involved in environmental and structural membrane design and testing on a world-wide basis for nearly 40 years. He holds several patents and was the physical plant administrator at two colleges, as well as a member of APPA. Gunness is currently an expert witness and advisor on environmental and containment membranes to some of the largest companies in the world.



Track 5 – Session 4 (9:45 AM – 10:45 AM) *Developing Your Culture: A Review of Your Organization from the Symbolic Frame*

Building service excellence necessitates being able to implement cultural and behavioral changes in the workplace, but how can you get others on board? This interactive session teaches participants how to sociologically view and influence workplace culture, words, and actions. Participants will leave with implementable action plans to improve their institutions.



Jenna Elmer, SPHR*
Assistant Director of Human Resources, University of Arizona Facilities Management

Jenna Elmer is a versatile HR professional providing corporate leadership on HR policies, programs, and practices. She has over 20 years of experience as an HR professional and holds and SPHR certification. Jenna is a graduate of Northern Arizona University.

Terri Willis, Director, University of Colorado Boulder (UCB) Facilities Management Human Resources (FMHR)



Terri Willis has over 20 years of human resource experience and has expanded the UCB FMHR programming to include mentoring, employee recognition, and training programs in addition to standard hiring, performance management, and benefits coordination tasks. A certified Real Colors facilitator, Terri appreciates the “aha” teaching moments that result from grasping the link between temperament and communication.

Track 6 – Session 1 (11:30 AM – 12:30 PM)
Achieving Ambitious Energy Goals on a University Campus

How was a design team able to create a building that saves 40% over ASHRAE and is still comfortable and affordable? Find out how one design team achieved this ambitious goal by using conceptual energy modeling tools and a Systems Selection Matrix to make good decisions early in the design process. Participants will learn conceptual sustainability analysis techniques and how to best optimize lighting and energy.



Linda Kogan, M.A. Geography and Environmental Studies
Sustainability Director, University of Colorado Colorado Springs (UCCS)

Linda Kogan initiated her current position and the Office of Sustainability in 2005 where she promote sustainability in operations, education, administration, and leadership. Linda manages energy performance and direct waste management, as well as advocate for high performance buildings and conservation. She sits on the ASSHE* board and the Colorado College Sustainability Council.

**Gwen Gilley, A.A.S Interior Design, B.Envd.
Environmental Design
AIA, LEED AP BD+C*
Senior Associate, SLATERPAULL**



Gwen Gilley integrates 23 years of experience in sustainable architecture with hospitality and residential design perspectives. As project architect and manager, she is involved in all phases of design-build projects. Gwen has been featured on many sustainable design topics including co-authoring School Planning Management's April 2008 article "The Green Revolution, From the Boardroom to the Classroom."



**Sean T. Convery, B.S. Mechanical Engineering, PE*
Mechanical Principal, Cator, Ruma & Associates**

Sean Convery joined his current firm in 1995. His 18 years of broad design experience include mechanical systems for higher education, central plants, and utility/service infrastructure upgrades. Sean specializes in sustainable building design for traditionally energy expensive laboratory buildings. He speaks at the International Institute for Sustainable Laboratories conferences and collaborated on five University of Colorado energy projects.

**Jennifer Cordes, M.Arch. Architecture; AIA, LEED AP
BD+C*
Principal, SLATERPAULL**



With over 20 years of experience, Jennifer Cordes leads the Denver Higher Education Design Studio where she oversees the firm's most complex higher education projects. Jennifer's commitment to active teaching, research, creative solutions, and collaboration manifests in high performance buildings that capture the culture of her clients. Jennifer strives for pragmatic solutions that build pride through contextual relevance, functionality, and efficiency.

Track 6 – Session 2 (11:30 AM – 12:30 PM)

Electronic Leak Detection for Roofing and Waterproofing: Design, Methods, and Benefits

Can you imagine the time, effort, and stress that could be saved if you could receive email notification of a roof leak before it has time to negatively affect building participants or cause further damage? This presentation teaches participants how to use permanent (always-on) and/or on-demand (manual) electronic leak detection systems, especially for mission critical facilities.

Participants will learn how to determine construction eligibility, test accurately, and integrate electronic leak detection into design.

**Christian Black, B.A. Education
Mapping Technician, Montana State University (MSU)**

Christian Black performs utility locates and mapping services as part of MSU's Campus Planning, Design & Construction department. Before coming to MSU, he taught in three rural Native Alaskan villages, was a Land Survey Technician in Homer, AK, and was a locator for the City of Casper, WY. In his current position, Christian monitors and protects utilities, as well as creates maps to record campus resources and infrastructure.



**Jonathan Belnap, Technical Assurance Region
Manager, Western Region**

Jonathan Belnap is a senior consultant as well as a regional manager. After college, Jon built an impressive roofing resume including contracting, consulting, and managing. Currently, he provides nationwide roofing and waterproofing consultations-- inspections, design, and testing-- to Technical Assurance clients. He is a forensic roof consultant, serves as an expert witness, and advances the roofing industry by speaking and instructing.



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Track 6 – Session 3 (11:30 AM – 12:30 PM)

Changing Pedagogy: Classroom to 21st Century Instructional Spaces

Learning environments in which students are active partners in the educational experience are becoming increasingly prevalent at institutions of higher learning. How can administrations, planners, and designers effectively promote these evolving pedagogies by updating the design, technological infrastructure, and management of instructional spaces? This panel discussion explores cultural changes and provides models for stakeholder collaboration, so that participants leave with leave ready to design, maintain, and technologically upgrade spaces for faculty and student benefit.



**Walt Banziger, M.Arch. Architecture & Urban Planning,
M.B.A., AIA, LEED AP
Director, Montana State University (MSU) Campus
Planning, Design & Construction**

Walt Banziger began his career in New York where he served as Senior Project Manager while completing his MBA in Finance and Marketing. His higher education experience led him to MSU in 2004 as the University Architect, becoming the director after 3 years. Walt uses his vision and leadership skills to oversee staff and projects while serving as a liaison between local and state jurisdictions.

**Randy J. Stephens, M.Arch. Architecture, AIA,
NCARB*
University Architect, Montana State University (MSU)**



With over 13 years of experience of campus architecture and planning, Randy Stephens brings his passion to create the best places and spaces in support of student learning experience at MSU. In addition to serving on multiple building committees, Randy is a member of the Classroom Committee and ADA Advisory Committee. He previously worked as Campus Planner and Senior Project Manager at Miami University, OH and was in private practice for 18 years for architectural firms in Ohio and Pennsylvania.



**Dr. David Singel, Ph. D. Physical Chemistry
Associate Provost, Montana State University (MSU)**

Dr. David Singel, former Head of the Department of Chemistry, began his present position in 2011. David uses energy, analysis, and collaborative leadership to innovate university achievement and resource stewardship. He co-chairs MSU's Classroom Committee and has been involved with the building committees of four major building projects. David began his

career at Harvard University as the John L. Loeb Associate Professor before joining MSU.

**Dr. Marilyn Lockhart, Ed.D. Leadership, M.Ed.
Educational Psychology
Director, Montana State University (MSU) Center for
Faculty Excellence**



In addition to directing the Center for Faculty Excellence, Dr. Marilyn Lockhart is also a Professor in MSU's Adult and Higher Education Program. She has over 25 years of experience in the field of education and her specialization is teaching in higher education. Marilyn has over 30 publications in this area and has made numerous national and international presentations on the topic.



**Jerry Sheehan, M.S. Political Science
Chief Information Officer, Montana State University
(MSU)**

As CIO, Jerry Sheehan directs strategic planning for MSU's information technology infrastructure including classroom learning technology, university telephones and networks, software systems and Web infrastructure in addition to information security. Jerry has held leadership positions at Purdue University, the University of Illinois, and was chief of staff at the California Institute for Telecommunications and Information Technology.

Track 6 – Session 4 (11:30 AM – 12:30 PM)

Dear Contract...

If you could interact with your contract, what would you say? Jeff Sawyer had a frank conversation with his project contract to address the “disappointing realities” he has experienced over the years and learn to accept that contracts “do not predict performance and do not correlate to project success.” Jeff decided that he needs more than just a contract. Participants will learn the contract's side of the story and how to effectively use contracts with a value-based approach in order to leverage expertise, lower costs, and minimize risk.



**Jeff Sawyer, M.S. Construction Management
Director of Strategic Engagements, Arizona State
University (ASU) Performance Based Studies Research
Group**

Jeff Sawyer is a researcher and director with over 25 years of experience. Jeff co-founded a water/wastewater design build firm (Fann Environmental), was a capital

improvements projects manager (City of Prescott, AZ), and assisted with a \$1.7 M awarded Arizona State Park design build. As a construction company owner and owner representative, Jeff has led planning and design teams in both horizontal and vertical construction.

Track 7 – Session 1 (2:00 PM – 3:00 PM)

Managing your Facilities and Performance with a Total Infrastructure Management System Technology

Have you ever wondered how to assess and determine your institution's roadmap in uncertain economic times? This session will provide insight into the implementation and use of a Total Infrastructure and Facility Management System—along with Asset Lifecycle Model for Total Cost Ownership and Key Performance Indicators alignments-- to guide decision making and complement campus stakeholders. Participants will learn about risks, benefits, and defensible data involved in large, holistic transformations.



Steven D. Gasser, M.E.D. Environmental Design, CEFP, LEED GA, P.Eng.*
Associate Vice President, University of Calgary (UC)
Facilities Management

Steven Gasser has been with UC since 2008. Steven's career began with a degree in Civil Engineering from the Royal Military College in 1979. His graduate work emphasized Urban and Regional Planning. After 24 years of service, he retired from the Canadian Military Engineers. His current responsibilities include caretaking, operations & maintenance, energy & utilities, real estate & leasing, quality management and ARCHIBUS.

Todd Hutton, Senior Director, Workplace Technology Solutions (WTS)

In his position with WTS in Calgary, Alberta, Todd Hutton is responsible for championing Integrated Workplace Management Systems (IWMS) projects. His leadership skills equip him to troubleshoot project complications and provide oversight to ensure project success. Todd is an expert in the IWMS field with over 20 years of experience in facility and construction management, architectural technology, and geographic information systems.





Todd Rodgers, CPA
Director, PwC's Advantaged Operations Consulting

Todd Rodgers oversees PwC Canada's Real Estate and Asset Lifecycle Management (REALM) group which offers capital project, in addition to asset and facilities management, consulting. Todd focuses on the vision, assessment, and implementation of enterprise-wide transformations through technological solutions such as Integrated Workplace Management and Computerized Maintenance Management systems.

Track 7 – Session 2 (2:00 PM – 3:00 PM)

Interdisciplinary Design: From Process to Reality by Creating Project Champions Out of Stakeholder Groups

The new Montana State University Norm Asbjornson Innovation Center is planned to be a model for collaborative, cross-disciplinary study and completely change the way engineering is taught. How does a design team rise to this intimidating challenge? By collaborating with others and engaging stakeholders, of course! This panel discussion will offer participants a model for how to include campus and community members into transparent, interdisciplinary design processes.

Dr. Ilse-Mari Lee, Ph.D. Cello Performance & Pedagogy, M. Mus. Theory
Dean, Montana State University (MSU) Honors College



Dr. Ilse-Mari Lee oversees the Honors College at MSU where she provides opportunities for highly motivated students in all academic disciplines to excel in a supportive environment while engaged in research and service. An accomplished cellist and composer, she is the recipient of the President's Excellence in Teaching Award, multiple MSU Alumni Foundation Excellence in Teaching Awards, and the Wiley Award for Meritorious Research.



Randy J. Stephens, M.Arch. Architecture, AIA, NCARB*
University Architect, Montana State University (MSU)

With over 13 years of experience of campus architecture and planning, Randy Stephens brings his passion to create the best places and spaces in support of student learning experience at MSU. In addition to serving on multiple building committees, Randy is a member of the Classroom Committee and ADA Advisory Committee. He previously worked as Campus Planner and Senior Project Manager at Miami University, OH and was in private practice for 18 years for architectural firms in Ohio and Pennsylvania.

Dusty Eaton, AIA, LEED AP*
Principal, A&E Architects, P.C.



Dusty Eaton exemplifies design excellence, high-performance design, and innovation. His passion for leadership, professional growth, creativity, project leadership, and client relations aids his oversight of \$180 million worth of complicated education projects. Dusty recently completed projects at his alma mater including the MSU Stadium Expansion, the MSU-Billings Student Union, and a GE Financial Operations Center.



Sergei Bischak, AIA*
Associate Partner, ZGF Architects

Sergei Bischak, a graduate of Rice University, has over 29 years of experience using design to transform function, technology, and human experience into lasting architecture. Sergei's projects include teaching and research laboratories at Western Washington University, the University of Vermont, and the City University of New York; Seattle City Hall; Peace Arch US Port of Entry; and office buildings for Microsoft Corporation.

Track 7 – Session 3 (2:00 PM – 3:00 PM)

Real Colors

Real Colors is a fun, interactive workshop that will provide you with skills to understand human behavior. The session will cover the basics of each of the four personality types and how to recognize these characteristics in others. Participants will learn how to incorporate these skills into everyday life.



Terri Willis, Director, University of Colorado Boulder (UCB) Facilities Management Human Resources (FMHR)

Terri Willis has over 20 years of human resource experience and has expanded the UCB FMHR programming to include mentoring, employee recognition, and training programs in addition to standard hiring, performance management, and benefits coordination tasks. A certified Real Colors facilitator, Terri appreciates the “aha” teaching moments that result from grasping the link between temperament and communication.

Track 7 – Session 4 (2:00 PM – 3:00 PM)

Tree Campus USA: A Tool for Managing Your Tree Resources

Have you ever wondered whether becoming a Tree Campus USA would benefit your institution? This program explains how Tree Campus USA supports campus tree management through hazard management, successional planning, anticipating project/tree conflicts, and promoting tree awareness. Participants will gain necessary information about application requirements, renewal, and reporting, as well as be alerted to the program elements and partners that they may already have without even realizing it.



E.J. Hook, Environmental Services Manager, Montana State University (MSU)

E.J. Hook has over 30 years of experience in commercial and academic facilities and grounds maintenance. He has worked extensively in promoting the use of sustainable maintenance and operational practices in settings such as the Woodland Park Zoo in Seattle and the City of Seattle in addition to MSU. His practical background in design and maintenance allows him to apply real world solutions to complex programmatic and operational challenges.

Track 8 – Session 1 (3:30 PM – 4:30 PM)

The Cost of Future Proofing

Many campus master plans use visioning words like ‘flexibility’, ‘agile’ and ‘future-proofing’, but what do these words really mean? How do they translate into the reality of physical space? How much does it cost to future proof? What are the tradeoffs? These are the questions that will be addressed in this session. Participants will explore both real and hypothetical projects to explore what makes a building flexible and how each item might be evaluated as it competes with other program elements for limited dollars.



Kent Anderson- B.S. Facility Management Chief Facilities Officer, Northern Wyoming Community College District (NWCCD)

Before coming to Sheridan to work at NWCCD, Kent Anderson was the regional facilities manager for Pacific Gas and Electric overseeing operations for a large region bound by Bakersfield, San Luis Obispo, San Jose, and Salinas. A graduate of Brigham Young University, Kent currently pursues his Master’s of Technology from Purdue University and serves on APPA’s RMA board.

Karen Kelly, B.S. Architectural Engineering, AIA, LEED AP BD + C*
Associate, Educational Planner/Designer, CTA Architects Engineers (CTA)



Karen Kelly is an architect, project manager, and planner for CTA, specializing in designing educational facilities. Karen deeply understands connections between learning and physical space. She has experience on the owner's side in capital project and major maintenance construction management (for Exxon-Mobile) and contracts negotiation and procurement management (for Lyondell Chemical).

Track 8 – Session 2 (3:30 PM – 4:30 PM)
A Campus Bicycle Master Plan for a Bike Friendly Campus

There is an easy way to make your campus safer, more accessible, and less expensive to maintain while maximizing space. Most campuses are space-constrained and experiencing unprecedented growth; catering to single-occupant motor vehicles is not feasible, so how can facilities planners promote alternative methods of transportation? In this session, participants will learn how to develop “bike culture” at their respective institutions by involving students and integrating bike-based considerations into sustainability initiatives, long term planning, capital construction, and everyday experiences.



Candace Mastel, LEED AP*
Assistant Planner, Montana State University (MSU)

Candace Mastel is a planner and landscape designer with over 20 years of experience in land planning, site design, and project management. Candace provides direction in the long term planning of MSU land use, as well as assisting with site and civil construction project management. Her work centers on directing paradigm shifts in campus design and development including moving MSU towards a bicycle-focused infrastructure and culture.

Kristin Blackler, B.A. Environmental Studies
Director of Sustainability, Montana State University (MSU)



Kristin Blackler has over 8 years of experience in higher education sustainability. Before joining MSU, Kristin was a Program Director for the University of California, San Diego's Sustainability Solutions Institute where she provided high-level program support and was a point of contact for UC San

Diego faculty, government agency representatives, and international researchers.



Rebecca Gleason, M.S, PE*
**Research Engineer, Montana State University's
Western Transportation Institute (WTI)**

Rebecca Gleason's over 20 years of varied research focuses on relationships between active transportation, the built environment, and public health. Rebecca integrates bicyclists and pedestrians into small community transportation networks at WTI's Small Urban and Rural Livability Center. She assists communities and authored *Guide to Promoting Bicycling on Federal Lands*, the first comprehensive report to examine bicycling issues on federal lands and in communities across the country.

Track 4 – Session 4 (3:30 PM – 4:30 PM)

Informational Session on Changes to APPA's Credentialing Program (EFP/CEFP)*

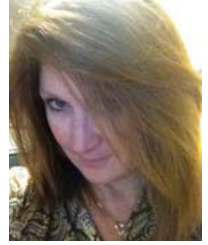
Managing a campus is like managing a small city. It requires vision and comprehensive understanding of structures and their environments. The EFP* shows that you are familiar with standards and best practices; the ability to perform research-supported stewardship; and the facts, ideas and principles that contribute to creative and sound directions. Beyond the EFP Credential level, the Certified Education Facilities Professional (CEFP) designation denotes the highest level of educational facilities mastery: promotion of leadership and critical thinking while elevating the credibility of the individual who holds the certification and their represented institution.



**Lynn James Fletcher, M.B.A. Business Administration,
CEFP***
**Manager of Mechanical/Electrical Trades, University of
Colorado (UC)**

Before coming to UC Facilities Operations 10 years ago, Lynn Fletcher served in the United States Navy for 26 years. He has graduated from APPA's Institute for Facilities Management and the Leadership Academy, earned APPA teaching credentials, and is a qualified RMA 14'ers Club mentor. Lynn's efforts have been published twice and he recently received the 2015 APPA Award for Effective and Innovative Practices.

Lisa Potter, EFP, CEFP*
**Associate Director of Facilities, University of Colorado-
Boulder (UCB)**



Lisa Potter directs recycling, custodial, solid waste and integrated pest management programs. An APPA Institute for Facilities Maintenance and Leadership Academy graduate, she serves on the RMA Board as the Membership Chair and a 14'ers Club Mentor. Lisa is a recipient of: Pacesetter Award, Unsung Hero Award, H. Val Peterson Award and President's Award.



**Christina Hills, APPA Director of Credentialing and
Benchmarking**

Christina Hills directs credentialing and certification efforts, including the CEFP* and EFP*, and oversees the annual FPI* benchmarking and performance measurement tool. Christina has been with APPA 8 years and is the staff liaison to the CAPPA region, the Credentialing Board, the Professional Affairs Committee, and the Awards and Recognition Committee.

Track 8 – Session 4 (3:30 PM – 4:30 PM)
SMART Meters Make Smarter Campuses

What if a wireless communication system could decrease meter reading costs, increase accuracy, and provide power outage information all at the same time? Colorado State University has enjoyed all of these benefits over the past year as a result of installing an Advanced Metering Infrastructure (AMI) metering system to track electric, water, and gas usage. This presentation will introduce participants to AMI operations and the improved cost-effectiveness, reliability, and accessibility that the system offers.



**Michael W. Randall, B.S. Electrical Engineering, ICC
Electrical Inspector; LEED AP***
Electrical Engineer, Colorado State University (CSU)

Michael Randall has worked in the maintenance engineering and utility industry for 30 years consulting (12 years), teaching (19 years), and at CSU (over 13 years.) He is responsible for five CSU campuses and was involved in the installation of 12 solar photovoltaic systems. Michael managed the Automated Metering Infrastructure (AMI) project installing 130 electric meters, 45 gas meters, and 35 water meters on multiple campuses.



*Credentialing Abbreviations

AASHE- Association for Advancement of Sustainability in Higher Education

AIA- American Institute of Architects

AICP Certified- American Institute of Certified Planners Certified Planner

ATD- Accredited Tier Designer

CEFP- Certified Education Facilities Professional (APPA certification)

CEM- Certified Energy Manager

COO- Chief Operating Officer

EFP- Educational Facilities Professional (APPA certification)

FPI- Facilities Performance Indicators

GBCI- Green Business Certification Inc.

LEED- Leadership in Energy and Environmental Design

LEED AP- LEED Accredited Professional

LEED AP BD + C- LEED AP Building Design + Construction

LEED GA- LEED Green Associate

LEED AP O+M- LEED AP Operations + Maintenance

NCARB- National Council of Architectural Registration Boards

PE- Professional Engineer

P.Eng.- Professional Engineer (Canadian certification)

SPHR- Senior Professional in Human Resources



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RMA 2015 – Entertainment

Opening Reception in the Lone Peak Pavilion

Kevin Fabozzi



Big Sky – Big Ideas Dinner at 320 Guest Ranch

Bottom of the Barrel



Awards Banquet Dinner in Huntley Dining Room

MSU Jazz Band Ensemble

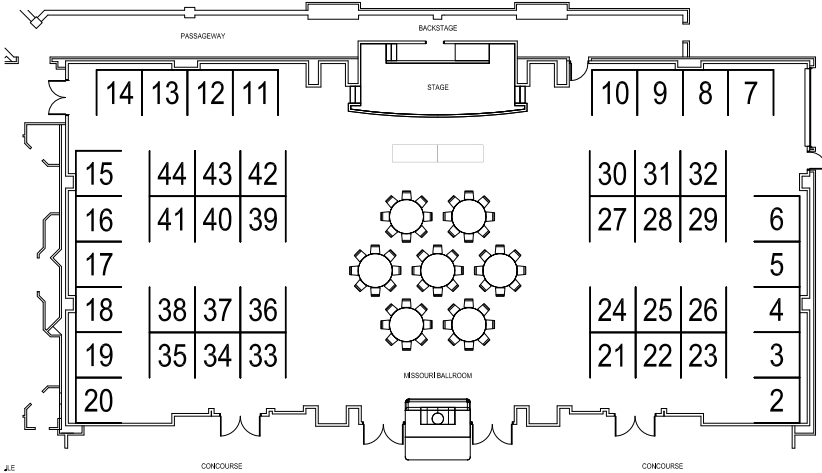


Little Jane and the Pistol Whips

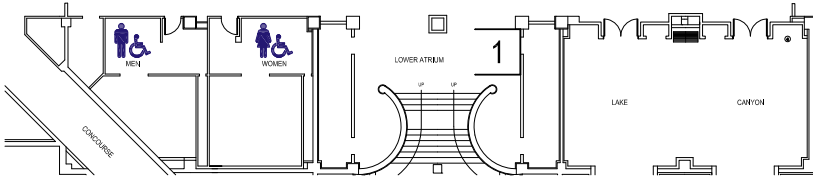




RMA 2015 CONFERENCE - BIG SKY, MONTANA



J.E.



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|-----------------------------------|---------------------------------------|
| 1 RMA 2016 | 23 West Inc. |
| 2 Allegion | 24 Spectrum Engineers Inc |
| 3 Smith Seckman Reid, Inc. | 25 Integrus Architecture |
| 4 CCSolutions | 26 GD Barri & Associates Inc. |
| 5 Spirotherm | 27 TMA Systems |
| 6 McGard LLC | 28 Armstrong International |
| 7 Technical Assurance | 29 Opterra Energy Services |
| 8 Patcraft | 30 GLHN Architects & Engineers |
| 9 ElevatorU | 31 Veritiv |
| 10 INVISTA (Antron® Carpet Fiber) | 32 Slaterpaul Architects |
| 11 The Swan Corporation | 33 Miracle Method Surface Refinishing |
| 12 Reliable Controls | 34 Club Car |
| 13 Streamside Solutions | 35 Marvin Windows |
| 14 Tandus-Centiva | 36 Ameresco, Inc. |
| 15 Karcher North America | 37 Mitsubishi Electric |
| 16 Tower Tech Inc | 38 McKinstry |
| 17 GCA Services Group | 39 Nalco Company |
| 18 Dyson Airblade B2B Inc. | 40 J2 Innovations |
| 19 Ecoblue | 41 Waxie Sanitary Supply |
| 20 Nilfisk-Advance | 42 CTA |
| 21 E/S3 Consultants, Inc. | 43 ASSA ABLOY Door Security Solutions |
| 22 2WR + Partners | 44 Precision Concrete Cutting |



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J2 INNOVATIONS

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KARCHER NORTH AMERICA

BOOTH 15



MARVIN WINDOWS

BOOTH 35



BOOTH 6

MCGARD LLC



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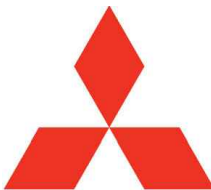
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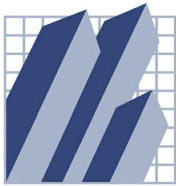
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**RMAPP 62st Annual
Members Meeting**
Santa Fe, New Mexico
7:30am September 24, 2014

Meeting Agenda/Minutes

1. Call meeting to order (7:40am) Brian Johnson
 - Copy of minutes presented electronically (approved and seconded)
 - Motion to approve revised Bylaws [presented electronically] (moved and approved)
2. Treasurers Report Steve Hoskins
 - Presented overview of current financial status for RMA (electronically)
 - Review of proposed FY2016 budget (presented electronically)
 - Motion to approve FY2016 budget. Seconded and approved.
3. Toolkits/K-12/CC involvement Mike Sawyer
 - Pledge your K-12 and Community Colleges to get more involved and to take advantage of APPA/RMA toolkits.
4. Professional Development Dave Turnquist
 - Establish additional host institutions
 - 5-7 toolkits is a strong goal this year
 - Expand the Academy
 - RMA has more EFP/CEFP's than any other region!
 - Drive-in workshops
 - Reach out to your K-12/CC's for host institutions
5. Election of President Elect Brian Johnson
 - A motion to approve Dave Turnquist was taken from the floor and (seconded) Motion passed by majority vote of general membership voting members)
6. Ratification of Officers Brian Johnson
 - Incoming officers announced with formal induction to follow at closing banquet dinner and awards ceremony.
7. Other Business from the Floor (None)
8. Adjournment (7:56am)



**RMAPPA 61st Annual
Members Meeting**
Colorado Springs, Colorado

RMA Board of Directors 2014-15

President	Emmet Boyle
President Elect	Dave Turnquist
Junior Representative	Brian Johnson
Senior Representative	Chris Kopach
Secretary	Michael Millsapps
Treasurer	Steve Hoskins
Communications	Mike Sawyer
Membership	Lisa Potter
Professional Development	Luis Rocha
Awards & Recognition	Bob Smith
Information & Research	Kent Anderson
Professional Development	Terri Willis
Historian	Marrie Wells
Business Partner	Chuck Gumeson
14ers Lead Climber	John Morris
Annual Meeting Coordinator	John Herrera
2015 Host Committee Chair (Montana)	Victoria Drummond
2016 Host Committee Chair (Arizona)	John Morris
2017 Host Committee Chair (Wyoming)	Wayne Clark
2018 Host Committee Chair (Utah or Mexico)	TBD

RMA Board of Directors – 2014/2015



President
Emmet Boyle
University of Regina



President Elect
David Turnquist
University of Colorado Denver



Jr Rep
Brian Johnson
University of Idaho



Sr Rep
Chris Kopach
University of Arizona



Communication Coordinator
Mike Sawyer
Casper College



Secretary
Mike Millsapps
Aims Community College



Treasurer
Steve Hoskins
University of Utah



2014 Host Committee Chair
Billy Hromas
University of New Mexico



2015 Host Committee Chair
Victoria Drummond
Montana State University



2016 Host Committee Chair
14ers Club Lead Climber
John Morris
Northern Arizona University



2017 Host Committee Chair
Wayne Clark
BYU Idaho



Membership
Lisa Potter
University of Colorado Boulder



Annual Meeting Coordinator
John Herrera
Arizona State University



Business Partner
Chuck Gumeson
RMH Group



Professional Development
Terri Willis
University of Colorado Boulder



Awards and Recognition
Steven Gasser
University of Calgary



Information & Research
Kent Andersen
Sheridan College



Professional Affairs
Luis Rocha
University of Arizona



Historian
Marie Wells
BYU Idaho



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First Timers List of Attendees - RMA 2015

FirstName	LastName	Org	Title
Rebecca	Barney	Montana State University	Contracts Administrator
Jillian	Bertelli	Montana State University	Staff Architect
Christian	Black	Montana State University	Mapping Technician
Aaron	Britton	Montana State University	Project Designer
Steve	Clayman	Thermal Insulation Association of Canada	Director of Energy Initiatives
Cole	Cottom	The University of Montana Western	Facilities Manager
Darryl	Curfman	Montana State University	Project Manager
Mark	Cusack	Montana State University	
Rodney	Gillespie	Colorado State University	Grounds Manager
Rob	Hebert	Montana State University	Work Control Supervisor
Denis	Hill	Montana State University	Custodial Supervisor
Matthew	Hume	Montana State University	Data Research Analyst
Neil	Jorgensen	Montana State University	Refrigeration Foreman
Linda	Kogan	University of Colorado Colorado Springs	Sustainability Director
David	Lawson	University of Colorado Boulder	Facilities Manager
Timm	Lyons	Brigham Young University- Idaho	Facilities Management Systems Coordinator
David	MacFarlane	Montana State University	Preventative Maintenance Coordinator
Bill	Mackin	Montana State University	Project Manager
Angie	Meeks	The University of Utah	Administrative Assistant
Angie	Meeks	The University of Utah	Administrative Assistant
Ara	Meskimen	Montana State University	Accounting
Neihlee	Muir	Brigham Young University- Idaho	
Loras	O'Toole	Montana State University	University Engineer
Thomas	Pike	Montana State University	Trade Supervisor/Project Manager
Samuel	Robertson	The University of Utah	Associate Director
Randy	Stephens	Montana State University	University Architect
Nichole	Tramel	Montana State University	Records Management Specialist
Kane	Urdahl	Montana State University	Estimator
Bill	Walker	Montana State University	Project Architect
Jedd	Walker	Brigham Young University- Idaho	Campus Architect
Jill	Zimbric	Montana State University	Accounting Associate



Rocky Mountain APPA

Member Institutions



Alberta

- Athabasca University, Athabasca, AB
- Grande Prairie Regional College, Fairview, AB
- Grant MacEwan University, Edmonton, AB
- Lakeland College/Canada, Vermilion, AB
- Medicine Hat College, Medicine Hat, AB
- NAIT, Edmonton, AB
- Northern Lakes College, Slave Lake, AB
- Portage College, Lac La Biche, AB
- Red Deer College, Red Deer, AB
- SAIT Polytechnic, Calgary, AB
- The Banff Centre, Banff, AB
- The Board of Governors of Mount Royal University, Calgary, AB
- University of Alberta, Edmonton, AB
- University of Calgary, Calgary, AB
- University of Lethbridge, Lethbridge, AB

Saskatchewan

- Saskatchewan Institute of Applied Science and Technology, Saskatoon, SK
- University of Regina, Regina, SK
- University of Saskatchewan, Saskatoon, SK

Idaho

- Boise State University, Boise, ID
- Brigham Young University-Idaho, Rexburg, ID
- College of Western Idaho, Nampa, ID
- Idaho State University, Pocatello, ID
- University of Idaho, Moscow, ID

Montana

- Bozeman School District, Bozeman, MT
- Montana State University, Bozeman, MT
- Montana State University - Billings, Billings, MT
- University of Montana/Missoula, Missoula, MT

Wyoming

- Casper College, Casper, WY
- Central Wyoming College, Riverton, WY
- Eastern Wyoming College, Torrington, WY
- Laramie County Community College, Cheyenne, WY
- Northern Wyoming Community College District, Sheridan, WY
- Northwest College, Powell, WY
- University of Wyoming, Laramie, WY

Utah

- Brigham Young University/Utah, Provo, UT
- Dixie State University, Saint George, UT
- Salt Lake Community College, Salt Lake City, UT
- Snow College, Ephraim, UT
- Southern Utah University, Cedar City, UT
- The University of Utah, Salt Lake City, UT
- Utah State University, Logan, UT
- Utah System of Higher Education, Salt Lake City, UT
- Utah Valley University, Orem, UT
- Weber State University, Ogden, UT

Colorado

- Aims Community College, Greeley, CO
- Colorado College, Colorado Springs, CO
- Colorado Mountain College, Glenwood Springs, CO
- Colorado School of Mines, Golden, CO
- Colorado State University, Fort Collins, CO
- Colorado State University-Pueblo, Pueblo, CO
- Fort Lewis College, Durango, CO
- Front Range Community College, Westminster, CO
- Red Rocks Community College, Lakewood, CO
- Regis University, Denver, CO
- University of Colorado Boulder, Boulder, CO
- University of Colorado Colorado Springs, Colorado Springs, CO
- University of Colorado/Denver, Denver, CO
- University of Denver, Denver, CO
- University of Northern Colorado, Greeley, CO

Arizona

- Arizona State University, Tempe, AZ
- Arizona Western College, Yuma, AZ
- Coconino Community College, Flagstaff, AZ
- Mohave Community College, Kingman, AZ
- Northern Arizona University, Flagstaff, AZ
- Phoenix Country Day School, Paradise Valley, AZ
- Pima Community College, Tucson, AZ
- University of Arizona, Tucson, AZ
- Yavapai College, Prescott, AZ

New Mexico

- Alamogordo Public Schools, Alamogordo, NM
- Albuquerque Academy, Albuquerque, NM
- Eastern New Mexico University Main Campus, Portales, NM
- New Mexico Institute of Mining and Technology, Socorro, NM
- New Mexico State University, Las Cruces, NM
- San Juan College, Farmington, NM
- Santa Fe University of Art & Design, Santa Fe, NM
- St. John's College/New Mexico, Santa Fe, NM
- University of New Mexico, Albuquerque, NM



