

Rocky Mountain Views



Rocky Mountain Association of Higher Education Facilities Officers

Winter 2002

inside...

State/Providence Report

APPA Calendar of Events

- March 17 - 20
ACUI Annual Conference
Albuquerque, NM
- March 20 - 23
Restoration & Renovation National Show
Boston, MA
- March 24 - 27
Testing & Maintenance for Power Distribution Equipment
New Orleans, LA
- April 4 - 5
Maximizing Pipeline Safety
Houston, TX
- April 10 - 12
The Advanced Lighting Workshop
Dallas, TX
- April 16 - 18
Energy Services Coalition (ESC) Spring Meeting
Orlando, FL
- April 24
Emergency Evacuation Preparedness for People with
Disabilities – LIVE WEBCAST
- May 6 - 8
Power Solutions Working Conference
Greenville, SC
- May 6 - 10
Chilled Water Plants for Central & District Cooling
Systems – Madison, WI
- May 8 - 10
10th National Conference on Building Commissioning
Holiday Inn Chicago Mart Plaza
- May 13 - 16
NSPMA 2002 National Conference: A quality Facility
Promotes Quality Learning – Minneapolis, MN
- June 9 - 13
APPA's Leadership Academy
Scottsdale, AZ
- June 22 - 25
IDEA's 93rd Annual Conference & Trade Show
Baltimore, MD
- June 24 - 26
Cleaning & Maintenance EXPO
Cleveland, OH

For more details – WWW.APPA.ORG

President's Message

I would like to express RMA's appreciation to the University of Utah's plant operations and maintenance staff for a job well done at the 19th Winter Olympics. I am positive that there were many sleepless nights as all the challenges were met to ensure the smooth running of the facilities. Hopefully, the staff will share with us their challenges and opportunities in a future edition of this newsletter or with a presentation at our annual meeting in Banff.

As your President and in less than nine months, your junior representative to APPA, I was able to attend the winter APPA Board meeting and an orientation for junior representatives to be. Your national organization is excellent. We are on the cutting edge of facilities planning, construction and operation. The staff that supports us at the national headquarters is highly motivated, wears many hats and is very interested in your thoughts and ideas. This organization excels because of you, and your willingness to participate and share your lessons learned. I ask that you continue to do so both within the region and nationally.

Our annual meeting has been completely re-designed. The new title is the Educational Leadership Facilities Forum. The Vice President for Education, Jim Roberts and the Education Committee have worked very hard since last summer to put this new style together in order to better serve you.

I am excited about this year's Forum for two reasons: one, it is new and two, it is in the Rocky Mountain region and the host committee is headed up by our members from Arizona State University. Phoenix is really close to most places in our region so I hope you will attend.

I would like to close with a quote from Theodore Roethke, an American poet. I think this quote captures how we feel about our job.

"What we need is more people who specialize in the impossible."

Paul Smith





University of Calgary
Campus Infrastructure, PP 101
2500 University Drive NW
Calgary, Alberta, CANADA
T2N 1N4

Go For The Gold - RMA 2002!

As the world's best athletes gathered in Salt Lake City to pursue excellence in sport for 17 days, so will the world's best minds in facilities management gather in Banff, Alberta to pursue "**Higher Expectations**"

Join us, September 15 - 17, as the world-renowned Canadian Rockies provide the backdrop for three days of education, collaboration, and rejuvenation.

Thank you Tucson! You hosted an excellent conference in the midst of the turmoil of September 11. Here are photos from the conference: http://dco-proxima.dco.pima.edu/dco-ehas/rma/RMA_Pictures.html

Thank you Five-Year Business Partners! Your ongoing support ensures a gold medal conference each year. Who are the Five-Year Business Partners? Follow this link:

<http://www.ucalgary.ca/rmappa2002/fiveyear.htm>

Questions? Check out our website at <http://www.ucalgary.ca/rmappa2002> or contact our Conference Chair, Deanna Hautz: rma2002@ucalgary.ca or (403) 220-2133.



STATE/PROVINCE REPORT

MONTANA REPORT

Some Thoughts on Contracting Custodial Operations

As many of you did, I recently received one of APPA's electronic newsletters. In it, there was a reference to a survey run in May and June of 2001 from the FMLink Web site and co-sponsored by FMLink and Encompass Global Technologies. According to the survey, there are indications that the cleaning industry is again swinging toward outsourcing. It got me thinking again of that age-old question, to Contract or not to Contract, and some of the ramifications of switching.

At any university or college, the labor intensive janitorial and housekeeping functions are a significant budget line item that tends to attract administrators' attention as they look for a way out of the latest pressing financial problem. In their search for solutions, administrators often jump to the conclusion that simply taking a radically different approach to the *status quo*, whatever that might be at the time, is the best way to trim costs. The prospect of getting rid of the old and welcoming the new is tantalizing, especially when it appears that all the other progressive organizations are moving that direction. Not surprisingly, over the years the cleaning industry has swung on a pendulum between in-house and outsourced operations in a motion as regular as the wobble of the earth spinning on its axis.

Unfortunately, there is a human cost associated with switching back and forth. In a change to outsourcing, contractors typically do not like to hire the personnel discarded by the institution because of the bad feelings carried over from the process. Most of the people involved end up losing their jobs, or end up having jobs that pay far less and are without benefits. Similarly, an institution that terminates a contract and returns its custodial operations to in-house forces the contractor to cut staff with the same results for the workers.

The survey reports states, "Most respondents are outsourcing either for cost savings or because of the need of a special skill, service or equipment that is not available in-house. The primary reason for not outsourcing was the existence of in-house staff for that function." The context and driving force for the apparent trend is not clear at first glance. One interpretation would be that a respondent's move from in-house to contract is forced by a problem of some sort. From the description, the problem is doubtless a static or slashed budget, or increasing demands for services require an operational expansion for which there is no additional funding.

Ironically, administrators often view competitive bids from the private sector as the ultimate truth in determining what a service costs and will fund a contract at a higher expense level because of their faith in that process. They are more hesitant to find money to cover increasing in-house costs because the system inherently carries less incentive to reach

maximum efficiency. Comparison of costs with similar in-house operations is complex because of the intricacies of different funding approaches and the difficulty of determining the level of efficiency.

Perhaps the best question to ask would be whether there is an inherent advantage to contracting cleaning services versus the institution running the operation itself. In a standard cost comparison, are all the intangible aspects that are hard to quantify ever tallied? How can a well-managed non-profit operation be more expensive, are there things that the institutional operation provides that the contracted operation does not? Do those things account for the added expense, and are they worth keeping?

Prior to jumping into outsourcing, here is a short list of things to consider. Although these are things that give pause, they are not meant to say that all contracting arrangements produce this list of negatives; its just "buyer beware". There are excellent contractors, and given the right economic environment, outsourcing may be the most cost effective means to keep facilities clean.

- Potential for Excessive Cost Increases
- Difficult Return to In-house
- Loss of "Ownership" in the Operations
- Poor Response to Unscheduled Needs
- Work Quality Inconsistencies
- Increased Administrative Costs
- No Control over Contractor Employees

Once again, there can be excellent outside contracts for custodial work. If an institution has not yet made its investment in machinery, or does not have the crew depth to handle all of the functions it needs to perform, then contract cleaning may especially be desirable. Outside market factors that make hiring difficult, or State-imposed wage limitations might also push the equation toward outsourcing.

However, before braving the hazards listed above, a first step might be to try to identify the real source of the problems that are driving the operation toward outsourcing, and if possible, eliminate them. Sometimes the reason for an institution to move from in-house to contract is simple avoidance cleverly justified as a budget or funding problem. Administrators might not know how to deal with a thorny multitude of festering problems that have arisen from poor management over a long period of time. Those considering outsourcing should first look for a problem existing quietly right under their noses in their management hierarchy. If they address that problem first, they might be able to avoid a lot of the tumult that comes from people's lives being uprooted, and avoid a lot of needless waste and inefficiency.

To see the full FMLINK survey, please visit their website at <http://www.fmlink.com>.

WYOMING REPORT



Frank Fox

At the University of Wyoming the following projects continue:

- the Student Union remodel;
- preparation to remodel the Residence Hall's main dining facility;
- relocation of dining facilities to the Hill/Crane Residence complex, a major undertaking; and,
- a study to combine the three grounds departments into one.

The State of Wyoming has seven Community Colleges and the University of Wyoming.

Western Wyoming Community College is located in Sweetwater County in southeast Wyoming between Evanston and Rawlins along Interstate 80 near Green River. The population estimate for July 1998 was 19,408, an increase of 358 since 1990. It is high desert country averaging 300 days of sunshine a year. A place where you can see for hundreds of miles, sand dunes, wild horses, and desert elk. A place where you and the wildlife are the only visitors.

Western Wyoming Community College can best be described by its slogan "A commitment to quality and success." This commitment to quality is reflected both in its facilities and in its staff. The facility is one of the most unique in the Rocky Mountain Region - winning a number of national architectural awards. Students and faculty enjoy its open warm atmosphere which allows for maximum light and a variety of comfortable gathering places. The administration, faculty, and support staff are committed professionals whose number one priority is student success. Over the past five years, their dedication to quality and the excellence of their facilities has made Western the fastest growing community college in Wyoming.

Accreditation:

- North Central Association of Colleges and Schools
- Commission of Accreditation of Allied Health Education Programs (CAAHEP)
- Committee of Accreditation for Respiratory Care (CoARC)
- Wyoming State Board of Nursing
- National League of Nursing

Admission:

- Open-door admission policy
- Degree-seeking students must submit an application for admission, high school and any college transcripts.
- ACT scores are highly recommended

Athletics:

- Member of National Jr. College Athletic Association
- Participate in men and women’s Division I basketball
- Wrestling
- Women’s volleyball

Costs: Per Semester Cost for 2001-2002

In-state Tuition	\$702
Out-of-State Tuition	\$1878
WUE Tuition	\$1002
On-Campus Housing (Average)	\$652
On-Campus Meal Plan (Average)	\$733
Books (Average)	\$350

Degrees:

- Associate of Arts
- Associate of Science
- Associate of Fine Arts
- Associate of Applied Science
- Occupational Certificates

Faculty:

- 63 Full-time Faculty
- 120 Adjunct Faculty
- 94 Administration and Support Staff personnel

Students:

- Full-time - 999 -38%
- Part-time - 1649 - 62%
- Total number of students --2648

UTAH REPORT

Craig B. Smith

What’s New at University of Utah Custodial Services

At University of Utah Custodial Services, the apprenticeship program for salaried custodians accepted its second group of participants. Five salaried custodians from Custodial Services and one salaried custodian from University Student Apartments were selected. The curriculum for this program will be unchanged, but the

time allotted to complete the required hours of technical instruction will be extended. This will allow the department to take the time necessary to provide the quality of training necessary for this program and also fulfill its other training needs. This group of apprentices is also being encouraged to take more responsibility for setting up and getting the required supplementary instruction. The program will be completed in December 2002, taking approximately a year and a half. Upon completion, the participants will be journeyman custodians, fully accredited by the Federal Bureau of Apprenticeship and Training.

The 2002 Winter Olympics have been both exciting and stressful. Needless to say, this is a huge international event and the eyes of the world will be on us. It’s a great opportunity to showcase the State and, for us, the University of Utah. The pressure is on. Custodial Services is exerting every effort to make our buildings shine. During the entire time the Olympics are being held, there will be no classroom instruction, the students will be gone, and many of the buildings will be completely locked down. This gives us a great opportunity to catch up on building projects such as stripping and refinishing floors. There have also been a number of special circumstances and demands. Several of our buildings are being used for cultural or Olympic related exhibits with special cleaning needs. Olympic officials and volunteers have also made periodic requests for services. We are making every effort to accommodate them. Of course, security is a major concern. We are all working closely with SLOC and others to make this the safest experience possible for everyone. Our director, one of our supervisors, and four of our crew leaders have been given background checks and are “accredited” to be on-call and available to work in restricted areas. If I told you any more than this, I’d have to kill you.

Rocky Mountain APPA

Presents:


Supervisor Training

Instructors:

Jenkins Resource Group

April 25 - 26, 2002

This program is being held in Casper, Wyoming for the Wyoming, Rocky Mountain APPA Institutions.



*For Further Information contact
George Krell, University of Wyoming
Jeff Turner, Casper Community College
Mary Vosevich, The University of New Mexico*

COLORADO REPORT

By John Bruning

I am resolved that custodial maintenance is the most difficult, contentious and least appreciated facilities management function. Too often, we only hear negative feedback and the great work our custodians do everyday is typically overlooked and under appreciated by the communities we serve. Our Environmental Services Division at the University of Colorado at Boulder is staffed by some of the most dedicated and hard-working folks I've had the pleasure and honor to work with. Faced with the daunting task of cleaning nearly 45, 000 GSF/day, I am continually amazed that we do as well as we do.

For years, budget reductions were levied on Environmental Services, while other work units were held harmless. The biggest cut was \$380,000 in one year during the late 1980's. The tighter the budget got, the more important it became to manage our resources more efficiently. We had realized a lot of success with our "6-2 Program", which amounted to doing daily routine cleaning of all areas for six hours and "rotational" cleaning, e.g., floor care and deep cleaning, for the remaining two hours per day. But as the budget got smaller, the university got bigger and we picked up additional duties like desk side recycling, it was necessary to improve our ability to schedule our work and monitor resource allocations.

In the early 1990's, we looked for some outside consultation and developed a working relationship with Roesel, Kent and Associates from Marietta, Georgia. Rick Roesel, one of the principals in the firm, introduced us to a computerized custodial management system, Cleanup.RKA, which allows us to integrate our space database with tasks, frequencies and time standards. This program was flexible enough that we could enter our own space categories and time standards, to better reflect our particular conditions. The result has been an enhanced ability to plan, estimate, and schedule our work. With this program, we are able to design cleaning assignments for each custodian that are relatively equal from area to area and predictable for the building occupants.

To further enhance this system, we translated our schedules into graphical information by converting our CAD files into a DXF format and used a simple graphics program called Windows Draw to color code each area. The result is a set of color coded maps for each custodial area that describes the rooms and tasks to be completed each day. We also provide these maps to our customers to help manage their expectations and help us monitor performance. In addition, having this database allows us

to plan and estimate the custodial care required for new facilities. Before we actually take responsibility for cleaning them, we have already designed each area, estimated the budget requirements, hired and trained the custodians who will clean them.

The Boulder campus now exceeds 9M GSF, of which 4.5M is "general funded" academic and administrative facilities. We have roughly 100 custodians to clean this general fund space and another 25 FTE that clean additional research and auxiliary facilities on a recharge basis. There are currently three day shift and five swing shift "clusters" that include a supervisor and lead worker for each area. Housing Maintenance Services has their own dedicated custodial and maintenance staffs on our campus. In addition to Custodial Services, our Environmental Services Division also includes Solid Waste, Recycling and Integrated Pest Management functions.

The Environmental Services Division is the most diverse workforce on the Boulder campus. The staff is composed of about 46% Asian (primarily Laotian) and 41% Hispanic/Latino. We annually offer *English as a Second Language* training for our staff to enhance their communication and learning skills. We have a remarkably low attrition rate and many longtime employees. As a group, these folks provide some of the most difficult and important services to the University. I am truly proud to be associated with such hard working and dedicated employees.

NEW MEXICO REPORT

In the fall of 1998, I wrote an article for Rocky Mountain Views introducing the Operating System 1 (OS1), method of cleaning facilities taught by Janitor University in Salt Lake City. At the time, I mentioned that this system is "healthy, physically less demanding and results oriented and that I believed that there was opportunity for significant savings."

In the fall of 1998, after much discussion and deliberation, the Physical Plant Department decided to adopt the OS1 system for custodial services. We developed a pilot program with one team of custodians that consisted of a group of six employees. Within four weeks the group had 'trimmed' themselves down to four employees and their facilities were cleaned at a higher level than had previously been the case. This initial four weeks however was not without its problems, but what we learned was that by taking our time and working with the input we received from the custodial staff that we could achieve higher levels of productivity and not sacrifice the level of cleaning.

It took two years to implement the program with approximately 190 custodians. Training took place every month for a week with a new group. It was an enormous undertaking, but well worth the effort.

We believe that this program has been an overwhelming success. There has been almost zero down time on maintaining the backpack vacuums with the only maintenance required being minor plug work. Chemical costs (not including floor care) have been reduced by 74.9%. Time lost on the job due to injuries have been reduced by 81.25 % and finally our labor savings have been almost 13%. Most importantly, our customer satisfaction has improved.

I challenge you to plug these figures into your annual budget for custodial services. Maybe this program would work at your institution.

We view our custodial personnel as professionals that are essential to our success at the Physical Plant and the overall mission of the University.

In closing, a recent email that I received:

“Five cannibals get appointed as engineers in an aerospace defense company. During the welcoming ceremony, the boss says, ‘you’re all part of our team now. You can earn good money here, and you can go to the cafeteria for something to eat. So please, don’t trouble any of the other employees.’ The cannibals promised.

Four weeks later, the boss returns and says, ‘you’re all working very hard, and I’m satisfied with all of you. However, one of our custodians has disappeared. Do any of you know what happened to him?’

The cannibals all shake their heads no. After the boss left, the leader of the cannibals says to the others, ‘Which of you idiots ate the custodian?’ A hand raises hesitantly, to which the leader of the cannibals replies,

‘You fool! For four weeks we’ve been eating Team Leaders, Supervisors and Project Managers and no one noticed anything, and YOU had to go and eat the custodian!’”

Would you miss your custodial staff if your institution didn’t have the service that they provide?



ARIZONA REPORT

By Terry Brezina – NAU Project Manager

Custodial Staffing Hiring Guidelines

Every Custodial Services department in Educational Institutions is unique; no two Custodial Services groups are the same. Each group has its own environment, size of area of responsibility, staffing issues, area climate conditions, equipment issues, support issues and budget constraints. At Northern Arizona University our mission in Capital Assets and Services is reflective of the mission that we impose upon our custodial staff. Our mission is to support the mission of Northern Arizona University by creating and maintaining a safe and pleasing environment for living, teaching, learning and working; promoting continual improvement of financial integrity and internal processes which include innovation and learning, customer services, establishing and executing future plans for capital development, operations and maintenance. When we meet these mission requirements we hope to achieve satisfied customers and, employees, the stewardship of physical assets, and the promotion of university growth and success.

In custodial services it is essential for management to be customer oriented. The customer is not only that individual requiring your services but also your employees and vendors. In general everyone is your customer. Northern Arizona University has 120 full time positions, 16 part time positions and a number of students in the custodial department that are care takers of 4.2 million square feet of building area. At NAU we strive to keep all of our positions filled to ensure we can properly maintain all buildings on campus.

The primary objective of any facilities organization including NAU is to find and keep the best people possible for the job. At NAU we have found that it is essential that a consistent campus hiring procedure is implemented, used and enforced during the hiring process to hire the best team oriented, conscientious employees. In order to do this human resources in the facilities organization needs to request applications from personnel services or advertise the position, receive mail-in applications, screen applications and make calls to set up appointments with interested/qualified applicants. If the candidate is unavailable, human resources must document the date called and response given and then file for the record. It is recommended that an interview committee interview candidates conduct reference and background check of candidates. After interviews and the return of a clean background check, human resources must have the successful candidate complete paperwork, and then the prospective employee notify of the report date, time and

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place. Once on board, a new hire goes through an orientation to better understand the full meaning of the organizations mission statement, job requirements and tour the facilities. When a custodial vacancy occurs it is imperative that the position is filled as soon as possible. Managers of custodial staff must devise hiring procedures and checklists that bring effective, caring, conscientious, team players into the organization in a timely manner.

Each candidate should have a general background check to ensure his/her character is appropriate for the job. Additionally, the new employees need to receive an employee manual that includes:

1. Department's vision
2. Mission
3. Goals statement
4. Disciplinary procedures
5. Fire and tornado procedures
6. Tardiness
7. Equipment ordering
8. Pest control
9. Paychecks
10. Training
11. Recycling
12. Snow day procedures
13. General office equipment
14. Identification cards
15. Calendars
16. First aid equipment
17. Overtime authorization
18. Locations for notebooks
19. Quality assurance/inspections
20. Uniforms
21. Supply/ordering/delivery locations
22. Keys
23. Overtime procedures
24. Department policies governing absences
25. Vacations
26. Maintaining work orders
27. Laundry and drapery cleaning
28. Safety and health
29. Lost and found
30. Emergencies
31. Snow/ice removal
32. Vehicles
33. Code of conduct
34. Communication protocol
35. Accident procedures/forms
36. Material Safety Data Sheets
37. Work clean-up.

The handbook should be handed out and signed for by the employee when they are hired into the department. The supervisor then briefs the employee on accountability and enforcement which creates consistency in hiring, orientation, and operating procedures. This is important to establish teamwork and quality assurance / quality control on campuses and in buildings.

The hiring policy, orientation, interview procedures, check list and handbook prevents personnel from complaining that he or she did not learn about certain procedures or requirements. The process of developing these materials also helps managers identify weaknesses in activities and makes the custodial staff more effective, efficient and accountable. It is also important to state that this attention to continuity provides the necessary backup information should any question of legal improprieties arise.

The primary reasons NAU will be working at implementing the above new hire process and procedures are that it gives new hires a perspective on the organization's mission, accentuates support for the overall campus and clearly indicates that staff must be good care takers of its day to day operations. (Custodial Staffing Guidelines, APPA, 2nd Edition)

Editor's Corner By Paul Smith

I know you have read this before, but I am going to write it again. The newsletter needs you. You state correspondents or your institutional representative need your thoughts and articles. The newsletter is only as good as you make it. You do so many good things that other members would like to hear about them and the newsletter is one way to get the information out. If you are hesitant about your ability to write, that is okay, just put it down and send it to your state correspondent or in a pinch to me. I assure you that I will work with you to get the article written so that it can be shared with your peers.

In May, I would like to spotlight the efforts of our grounds keeping units in the region. A best practice, how you maintain your improved grounds, participation in the Professional Grounds Management Society, or just how you grounds unit works at your institution; I need the articles by May 3, 2002; and if you send them electronically, the Microsoft Word format works best for me. My assistant Esther, can take the documents in Word or WordPerfect so you really have a wide variety of formats you can use. My email address is psmith@pima.edu and Esther's is eleon@pima.edu.

My thanks to all who take the time to submit articles and information to help make our newsletter better.

I look forward to learning from some new people for our May newsletter.



The ROCKY MOUNTAIN ASSOCIATION OF PHYSICAL PLANT ADMINISTRATORS OF UNIVERSITIES AND COLLEGES was organized in February of 1953 for the purpose of promoting the common interest in the planning, maintenance and operation of physical plants of Universities and Colleges in the Rocky Mountain Region: to foster a professional spirit among those engaged in this work; and to support and supplement the activities of its parent organization, the "Association of Higher Education Facilities Officers (APPA)." The Rocky Mountain Region encompasses the states of Arizona, Colorado, Montana, New Mexico, Utah, Wyoming, and in Canada the Provinces of Alberta and Saskatchewan and the Northwest Territories.

REGIONAL OFFICERS 2001-2002

President	Paul Smith	Pima Community College
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Third Vice President	Mark Shively	University of Wyoming
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Senior Representative	Harvey Chace	University of New Mexico
Junior Representative	Craig Bohn	University of Utah

FUTURE MEETINGS

2002 Annual Meeting	Banff, Alberta, Canada	University of Calgary
2003 Annual Meeting	Sedona, AZ	Arizona State University
2004 Annual Meeting	Jackson Lake Lodge, WY	University of Wyoming