

# Rocky Mountain

Rocky Mountain Association of Higher Education Facilities

# Views

Officers



## President's Message

Many of us still have recent memories of the wonderful times that we spent together in Banff and now are all back to our regular day to day routines. During the time that I spent with many of you during coffee breaks and social times it became apparent to me that many of us are yet again being faced with the reality of budget cuts and a shortfall in funding. I have recently been informed that our facilities department can anticipate a 10% reduction in funding for fiscal 2002-2003 and perhaps an additional 10% in 2003-2004. This is in the wake of a 20% reduction in the mid 1990's. Our maintenance and custodial departments are all ready in the 40<sup>th</sup> percentile of accepted staffing levels for an institution of our size. These realities have very serious consequences for all of us in our ability to perform our jobs effectively.

In our case it is our own institutions' senior administration that has decided to cut operating budgets. They however have been left with no choice as the province will not provide the necessary shortfalls in operating budget funding. It really is ironic that in these times of substantial operating budget cutbacks our provincial government continues to support capital projects to build additional facilities. We have recently completed three new facilities and are currently making way for a two hundred million dollar medical facility.

It is by way of this article that I hope to solicit your own institutional funding issues in hopes that we can all share some unique approaches to helping us deal with our own institutional challenges. Some of you may not be experiencing such harsh cutbacks but by learning how you are able to maintain an acceptable level of operating and capital renewal funding could also be very beneficial.

Please take the time to send me a brief overview of current funding levels and your own thoughts as to its adequacy. From this information we will produce a follow-up article in the next newsletter.

It is through this type of collaborative effort that we can truly help each other. This exemplifies our need to continue to grow our membership and association.

Please forward your comments to me at [baldick@ucalgary.ca](mailto:baldick@ucalgary.ca)

On the lighter side of life please don't forget to visit our RMA 2002 website to view all of the wonderful pictures that were taken during the conference.

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

A very special thank you to all who sent such gracious and wonderful comments to our conference organizing committee members. Again, thank you.



**Fall 2002**

**i n s i d e . . .**

**State/Province Report  
Editor's Corner**

I look forward to hearing from you.

Stephen Baldick

**RMA 50<sup>th</sup> Anniversary Celebration  
September 17 - 20, 2003**

### APPA Calendar of Events

December 10 - 11

Maintenance & Repair of Parking Facilities  
Madison, Wisconsin

January 21 - 22

Managing People: Strategies for Performance  
Improvement  
Cambridge, Massachusetts

January 23 - 24

Tools of Effective Project Management for Building  
Design and Construction  
Cambridge, Massachusetts

January 26 - 30

APPA's Institute for Facilities Management  
Fort Worth, Texas

March 18 -

National Facilities  
Conference  
Baltimore, Maryland



Technology

# **50<sup>th</sup> Annual Educational Conference**

## **Banff, Alberta Canada**

### **September 15 - 17, 2002**



**Always hopeful**



**What yellow ball?**



**Rocky Mountain Safari**



**O, Canada**



**Okay, where are the bear & salmon?**



**Business Partners can keep more than one ball in the air**



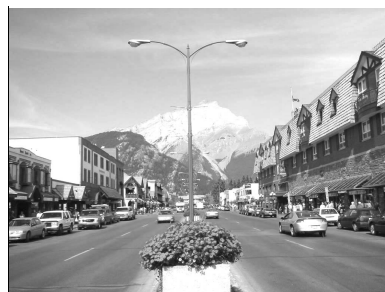
**Business Partners in action**



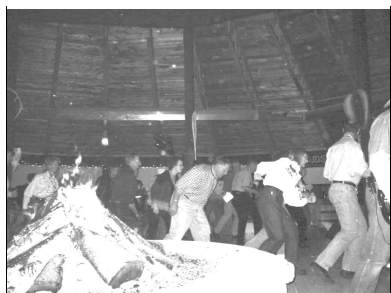
**RMA shares – food, conversation and expertise**



**Old and New**



**Main Street – Banff**



**They sure know how to dance**



**Everyone participates – young and old**



**This beats upstate New York**



**If only the sun was shining**



**It isn't this cold in Arizona, ever!**



**The Lee Newman Award winner – CMS Viron**



**Jebb Fink from Funny Business highlights the banquet**



**The five-year Business Partners**



**The Host Committee**



**Where are you?**

*You*  
are the  
Leadership of APPA  
By  
Gary L. Reynolds  
Immediate Past President



**RMA 50<sup>th</sup> Anniversary Celebration  
September 17 - 20, 2003**

As any APPA member who has volunteered knows, it is important for the vitality of the association that its members come forward to serve the organization. The ability of an association to remain vital and relevant is dependent upon a continuous convergence of diverse ideas, conviction, and action. It is *people volunteering* that bring the ideas forward, and with conviction, make things happen. It cannot be emphasized enough that the need to continually refine APPA's product and services is vital to our association's future. And it is you and me that make this happen.

But the growth and development is not all one way. I can remember, over 20 years ago, when Bill Whitman, mentor and friend, asked me to make a presentation at the APPA Annual Meeting. This experience gave me the confidence to speak in front of large audiences. Later Bill supported me as a faculty member of the Facilities Management Institute, then as it's Director and finally as Vice President of Education. In every case, my continued involvement in APPA, and Bill's support of that involvement, returned many dividends to both me personally and professionally and to the institution.

APPA has many opportunities available to support the association. There are many committee assignments, task forces, faculty positions, officer positions, etc. that need the diverse expertise and experience that you can bring. With the launching of the Center for Facilities Research (CFaR) this coming year, there will be many more opportunities to participate in research projects to truly support the facilities management profession.

This spring committee assignments and nominations for office will be made and it is an ideal time to either support someone in your organization or to volunteer for one of these positions yourself. As I noted last year, "Leadership is Personal." If you just sit back and wait for someone else to volunteer or to support a staff member then you, your institution and our association will be the lesser for it. Do not think you or members of your staff have nothing to contribute. Each of us has unique backgrounds and experiences that provide the diverse perspective needed to make our association truly relevant as a "Global Partner in Learning." It is imperative that we nurture the vitality of our association through individual commitment and participation. This year consider making that personal commitment. I know you won't regret it!

Remember to mark your calendars now for the RMA 50<sup>th</sup> Anniversary Celebration Sept. 17 - 20, 2003 in beautiful Sedona, Arizona.

Plans currently include a trip to one of the 7 wonders of the world, our breathtaking Grand Canyon, and educational sessions on the latest in technology and techniques for Facilities Professionals.

Join us as we celebrate and honor our past and look with excitement to our future. We look forward to welcoming you to beautiful Arizona. If you have questions, please contact Polly Pinney (480) 965-6109 or Dave Brixen (480) 965-7687.

See you all soon.

**Do you know where?**

Since the RMA 2003 meeting in Sedona next year will be RMA's 50th anniversary, a concerted effort is being made to identify all past members of the region in order to extend to them a special invitation to attend this very special annual meeting. Most of these individuals that are still living have been identified, but your help is needed in obtain addresses and telephone numbers for the following individuals:

Herbert Bay (Arizona State University)  
Wayne McMurtry (one of the Colorado institutions)  
Ellie Dunlap (University of Utah)  
Don Redish (University of Utah)  
Sam Messick (Northern Arizona University)

Information on these individuals may be sent to Val Peterson who is coordinating this effort. His home address is 2396 West Shannon Street, Chandler AZ 85224 or he can be reached by telephone at (480) 726-8198.

## State/Province Reports

### Montana Report



**Bob Lashaway**

Last time I reported on the declining fiscal situation here in Montana, the news just continues to get worse. We weathered the special legislative session in late August, and the university was able to cover budget cuts by employing a strategy that mixed significant reductions in university reserve accounts with a significant student tuition "surcharge" to cover the approximate \$12 million university system deficit. Both MSU and the UM registered all-time highs for student head count enrollments (though not in FTE), which also helped cushion the problem.

However, the state budget director is now projecting a \$250-300 million deficit for next biennium, which will have to be addressed in the coming legislative session. In anticipation of the session, pre-session legislative committees have already gone through previously authorized building projects and culled out any unspent or uncommitted funding to reduce the size of the deficit. In addition, the cash available for the building and maintenance program (*for all state agencies*) has been reduced from an expected ~\$4.5 million, down to about ~\$2.2 million. Unfortunately, a pending construction litigation settlement on the Capitol Renovation project may eat up ~\$1-1.5 million of that remaining amount, leaving us with virtually no major maintenance funding for state facilities, for the biennium. Going in to the session, there will be no bonded building program recommended, and it is our expectation that none will be conjured up during the session either.

On the positive side, we continue to finish up projects that were authorized in the 2001 Session, such as our major library renovation and major building window replacements at MSU; some major deferred maintenance work in the Liberal Arts Building at the Billings campus; some HVAC major deferred maintenance at the Havre campus; and, some roof replacements, electrical distribution work, code compliance and HVAC deferred maintenance work on the UM side of the divide.

At MSU, we are also dealing with trying to salvage our main, landmark institutional facility for the future. Montana Hall, constructed in 1896, like many such facilities, has sustained numerous ruthless adaptive modifications over the past century, but has never received any major facilities related replacements, upgrades or stabilization. The building evolved from vibrant student academic use to current central administration use. It still

has its original asbestos-slate roofing (a continuing testimonial to a 14/12 pitch!), and virtually no system-oriented HVAC, no fire systems, no elevator, only one internal stair, etc., etc. Unlike many buildings of its vintage, our Montana Hall has sustained damage from several seismic events, which has affected various elements of the structure and, while the overall building is considered to be reasonably sound, some of the remaining higher elements need to be addressed sooner rather than later. Unfortunately, with its top administrative occupancy, it becomes difficult to convince the top administration that spending (very scarce) money on planning to renovate "their" facility not only has merit, but is essential to one of the major, traditional elements of the institution itself. However, a confluence of major deferred maintenance, life safety, HVAC, accessibility, historic preservation and general codes issues may tip the balance toward increasing the priority of a major renovation project.

### Wyoming Report



**Frank Fox**

The University of Wyoming is currently planning on converting approximately 10 acres of unimproved land into soccer/rugby and horseshoe fields and pits. In conjunction with this Ken Battisti, senior engineer, is researching the use of subsurface drip irrigation to water the new fields.

Netafim is the vendor Ken has been dealing with. Their product was developed decades ago in Israel and was used primarily for agriculture. They claim that we can realize a savings in water usage due to the lack of evaporation while having use of the playing field 100% of the time while irrigating. The flexible tubing used to transport the water is placed only 4 inches below grade; thus creating a real savings in installation labor costs. Irrigation system maintenance costs can expect to be reduced 60 to 65 % or higher.

Utilizing subsurface drip irrigation eliminates the spraying of water on buildings, windows, cars, and etc. which is a source of complaints at UW as our irrigation water is well water with high total dissolved solids.

Forrest Selmer, University Engineer, is investigating the installation of a number of Variable Frequency Drives (VFDs) in the Central Energy Plant. The plant was constructed in 1982.

Stanley Consultants, Inc. was retained by the University of Wyoming (UW) to evaluate proposed modifications to the University of Wyoming Central Energy Plant (CEP). This study addresses the use of variable frequency drives



(VFDs) to the fan motors on the three primary boilers used within the plant. These three boilers are 60,000 pounds per hour (PPH) stoker type, coal fired boilers of identical design and vintage. Each boiler has three fans provided for the movement of combustion air and flue gasses: an undergrate or forced draft (FD) fan, an overfire air (OFA) fan and an induced draft (ID) fan. The three boilers share a common baghouse.

The FD and the ID fans are two-speed, utilizing two fixed-speed motors with the fan on a single shaft. The OFA is a single-speed, utilizing a single motor on the fan shaft.

The University recognized the potential for energy cost savings by replacing the fixed-speed fans on their boiler system with VFDs.

VFDs typically provide substantial cost savings in applications with variable speed load demand. The steam demand on the UW campus varies widely throughout the year with temperature changes. When the fixed-speed fan system attempts to match a load demand profile with large variation, excess fan energy is used. The existing system regulates this excess airflow by closing the dampers so the boilers operate at the proper air-fuel ratio. This wastes energy. Efficiencies can be gained with a system that would more closely follow the load demand profile by adjusting the fan speed and keeping the dampers open – a system utilizing VFDs instead of fixed-speed fans with damper modulation.

Analyzing the deviation of the existing steam demand load profile from the fan speed used, the system currently wastes about 30% of the energy used. This translates into operating the motors at about 70% of the fixed-fan speed. According to Fan Affinity Laws, 70% speed requires only 34.45% of the energy required at 100%. This exponential reduction in energy requirements creates the savings on energy costs when using VFDs.

VFDs are able to adjust the fan speed to track the steam demand profile for the campus instead of using damper modulation. The fans would operate, on average, at 70% of the fixed-speed motors capacity. This speed reduction could potentially save \$34,765 annually in energy costs. The costs for installing new VFDs and motors on the system's ID and FD fans are \$176,000. Based on a simple payback calculation, the energy savings would pay for the installation in 5.1 years. Installing VFDs on the OFA fans as well, would cost an additional \$58,000; with a 6.7 year simple payback period for all of the VFD/fan installations. Additionally, VFDs will allow significantly more flexible operations within the plant.



## Utah Report

During the Banquet held in Banff Canada, site of this year's RMA conference I was awarded the H. Val Petersen Award for "Outstanding Authorship in support of Rocky Mountain Views." Even though I was unable to attend due to severe budget short falls the award is something I very much appreciate. Val Petersen has always had the wit and the insight to give the newsletter meaning and direction and I appreciate the opportunity to represent Utah.

To all of those who have supported your institutions with articles and information for others to share I extend to you a hearty "Thank you."

Brian Nielson  
University of Utah

### Capital Construction at the University of Utah

All indicators, both at the local level as well as the national are that the economy is weak. Most industries are suffering, including the construction industry. We are proud to say that we are doing our bit to help the economy. At this moment, we have approximately \$430 million in projects somewhere along the status line from programming to final construction. As one would expect, only a small portion of that is state funded. The bulk of all this construction is or will be funded through the sale of bonds, and/or from foundations, and/or private donors.

The majority of this activity is concentrated on the east portion of our campus, being driven by growth in the Health Sciences arena. We're constructing a hospital expansion, and a second phase to the Huntsman Cancer Institute. We're starting to design Moran II (an ophthalmology facility), and the Emma Eccles Jones Basic Science building, as well as the Health Sciences Education Building. All of these are well over 100,000 gsf each, and should be completed by 2005.

On main campus, we're just getting out of the gate in designing a complete overhaul of our Marriott Library, a 300,000 gsf facility that is only 33 years old. It has serious seismic as well as infrastructure issues that have raised its priority to a life/safety level. We're also programming expansion needs for the College of Law, the College of Business, the College of Education, and a number of other academic programs.

The Utah Museum of Natural History has received permission to relocate over to Research Park, just south of our main campus. Some of you might know that, for the last 30 years, it has been housed in our old library, the George Thomas building. Unfortunately, that has never been a good fit or good location for their type of program. When completed, this \$60 million project will place a wonderful facility directly south of Red Butte Gardens. The George Thomas Building will then be remodeled for other, yet undetermined, needs.

Other construction projects on campus include the extension of the light rail tracks from the Rice-Eccles Stadium up to Health Sciences, and the construction of an Olympic Legacy Plaza at the south end of the Rice-Eccles Stadium. Neither one of these, strictly speaking, are our projects. Thank goodness.

Finally . . . we're still trying to figure out what we're going to do with the old dorms. Maybe its is time for a good bonfire.

## **Colorado Report**

By John Bruning

Capital construction projects at Colorado institutions of higher education have come to a virtual standstill due to a projected tax revenue shortfall of \$500 million. In February, state-funded capital construction and controlled maintenance projects, that had not already expended at least 30% of their allocation, were put on hold. State agencies and institutions of higher education scrambled to get their projects funded, but the Legislature's Long Bill provided no new project funding. Current projections suggest that state funding for capital construction and controlled maintenance may not be appropriated until 2005 to 2007.

As there are many projects in the queue that have significant cash funding percentages, there is increased concern that these funding sources may dry up before the state is capable of funding it's share. In some cases, this hiatus may severely affect the accreditation status of certain colleges and programs. When the funding does become available, it is likely that cost assumptions and programmatic requirements set forth in the project program plans will be flawed and unrealistic in terms of the inflated cost of construction and educational program "creep". At this time, it is unclear how the State or Commission on Higher Education will handle this backlog.

This freeze is part of Colorado's response to a 13% drop in revenue. Some economists suggest that that we still haven't hit bottom, while others believe we are beginning to see a modest recovery. Much of the current revenue problem is a result of the post 9-11 recession combined with a severe drought and reduction in state tourism. It also didn't help us any when our Governor was seen on national television this past summer saying, "Colorado is on fire." In the 1980s, Colorado's economy was very dependent on energy resources as a foundation. After the energy market diminished during the last recession, the state economy rebounded with intense information technology enterprises and investment. Recent crashes in the IT market have severely eroded that portion of our economy. It is likely that economic recovery will be slow in coming.

Another indication of the current demise within Colorado's institutions of higher education is that within the past 16

months, 9 of 13 college presidents and chancellors at the state's public four-year schools have resigned. Some of these resignations can be attributed to normal attrition, but many believe that the above average (69%) turnover is also a reflection of frustration with a state that doesn't support higher education. In 1985, the state allocated 21.5% of the budget to higher education. That allocation is now only 13%, which ranks Colorado 45<sup>th</sup> in the nation per \$1,000 of personal income.

OK, off my soapbox, I'm supposed to be writing about construction management in Colorado. Here's a bit of interesting news, the University of Colorado Health Sciences Center is bucking the current trend and using the current low interest rates and buyers market in construction to accelerate the development of the Health Sciences Campus at the Fitzsimmons property. It is projected that this will save the University \$26 million in reduced interest and construction fees. A nice job of lemonade from lemons!

## **New Mexico Report**

This past year, Albuquerque Technical Vocational Institute has seen a increase in enrollment and a need for new facilities to meet that demand. In February 8, 2000 TVI held a special election and received voter approval on a 35 million dollar bond issue to fund Capital Outlay Projects. The new projects will help meet the institute's goal of providing new facilities to meet the academic mission of TVI.

### **TVI Westside Instructional Facility:**

Construction has begun on a new instructional facility on a 108 acre site owned by TVI. The site located in the northwest quadrant of the city will house a new 69,000 square foot facility, parking lot and pedestrian mall. The facility includes, flexible classrooms, faculty offices, students services, computer labs, chemistry, biology and cadaver labs. The project is approximately 41% complete. This project is considered the first phase of a five phase master plan to bring a full service campus to the area. Classes are scheduled to be offered starting in the Fall 2003



### **VI South Valley Campus Phase IV**

The South Valley campus now in its sixth year now serves about 900 students in what was an abandoned elementary school. TVI has transformed the structure into a

community college instructional facility that has become an integral part of the area. Construction is underway on a new 20,000 facility that will house flexible classrooms, biology, cosmetology, landscape/trades and an assistance center for education. The project is 80% complete and is scheduled to be ready for the spring term of 2003.

### TVI Joseph M. Montoya Instructional Facility

The Joseph M. Montoya Campus located in the northeast heights is larger than most two year institutions in the state of New Mexico with over 5000 students. The Campus which is now 26 years old and houses five instructional facilities serves the Northeast quadrant of the District. Construction is underway to build a new instructional facility which will house computer labs, art studios, technology labs, chemistry and faculty offices. The construction of the project is currently 60% complete and is scheduled to be complete by the spring term 2003.

## Arizona Report

Desert Vista Campus - Plaza Building earns Arizona's first LEED rating

The first structure in Arizona to receive a rating from the U.S. Green Building Council, the Plaza Building at Pima Community College's Desert Vista Campus has been awarded a bronze rating from the council.

This certifies that the building is energy efficient, good for the environment and good for the people who work in the building—in other words a "green building."

Leadership in Energy and Environmental Design (LEED) is a program of the U. S. Green Building Council that rates buildings based on defined, desirable standards for green buildings, materials and practices for environmentally superior buildings.

The energy model for this building shows that it will use 21 percent less energy than a standard building. The College added \$225,750 or 2.7 percent to the budget to achieve this goal. The energy savings will pay back the cost in the first 10 years of the minimum 50-year building life.

Green buildings are also healthier buildings to work in, often resulting in less employee absenteeism.

PCC subscribes to LEED practices not only because they're environmentally friendly but also because they mean good business.

A LEED-certified building:

- Has a higher value.
- Is recognized by the industry.
- Contributes to a market-transforming rating system.
- Saves money by reusing and recycling materials.

- Retains value after demolition because a higher percent of its content is recyclable.

The architects, Burns and Wald-Hopkins in Tucson, consider the Plaza Building to be the green building model for their firm. Sundance Design and Construction was the general contractor.

PCC has a commitment to preserving the environment; the College strives to set a good example of conservation and sustainable use in its operations and construction projects, in part by including some green standards in its specifications for bidding and construction on its campuses. These specifications include requirements for resource efficiency and management, such as techniques that minimize generation of waste, reuse and renovation of existing structures instead of demolition, reuse of materials on site, and use of products and materials with recycled contents.

Both regionally and nationally, the College has been recognized for its energy conservation, resource preservation and pollution prevention efforts.

### HOW WELL DO YOU KNOW RMA?

1. The creation of RMAPP was the brainchild of which two individuals?
  - a. S.F. Brewster and C.B. Jensen
  - b. H. Val Peterson and Donald L. Mackel
  - c. Douglas Christensen and Pieter J. van der Have
  - d. H.L. "Hap" Dotson and M.F. "Fife" Fifield
2. The first charter meeting of RMAPP was held in:
  - a. 1952
  - b. 1953
  - c. 1954
  - d. 1955
3. How many past or current members of RMA were also Presidents of APPA?
  - a. 3
  - b. 8
  - c. 10
  - d. 14
4. With respect for the culture prevalent in the West, RMA had a unique fraternity called:
  - a. The Mountain Men
  - b. The Tribe
  - c. The Warriors
  - d. The Wranglers
5. Annual meetings of the group describe in #4 were referred to as:
  - a. The Rendezvous
  - b. The Tribal Powwow
  - c. The Warpath
  - d. The Round Up
6. How many State and Provinces are specifically referred to in the RMA By-Laws? Can you name them all?
  - a. 7
  - b. 8
  - c. 9
  - d. 10



## Fall 2002

7. A portion of which other State has historically been included in the RMA region?
  - a. Nevada
  - b. Kansas
  - c. Texas
  - d. South Dakota
8. Who was the first RMA President?
  - a. H.L. Dotson
  - b. R.L. Houston
  - c. S.F. Brewster
  - d. M.F. Fifield
9. Our current RMA President is:
  - a. David Brixen
  - b. Stephen Baldick
  - c. Paul Smith
  - d. Wayne White
10. The original RMA newsletters were called:
  - a. The Pony Express
  - b. Rocky Mountain Vistas
  - c. Smoke Signals
  - d. The Lasso
11. RMA was officially incorporated as a non-profit corporation in:
  - a. 1954
  - b. 1964
  - c. 1974
  - d. 1984
12. Throughout the history of RMA which State or Province has had the largest number of Institutional memberships (Universities, Colleges and Community Colleges)?
  - a. Colorado
  - b. Utah
  - c. Alberta
  - d. New Mexico
13. The By-Laws for RMA were first incorporated in:
  - a. 1957
  - b. 1967
  - c. 1977
  - d. 1987
14. The next RMA annual meeting will be held in:
  - a. Sedona, Arizona. Hosted by Arizona State University
  - b. Jackson Hole Lodge, Wyoming. Hosted by the University of Wyoming
  - c. Colorado. Hosted by Colorado State University.
  - d. Your choice. Hosted by your institution.
15. If you start contributing articles to the RMA newsletter you could be honored with which RMA award established in 1999?
  - a. Harvey Chace Award
  - b. Rex Dillow Award
  - c. Lee Newman Award
  - d. H. Val Peterson Award

### Answers:

1. (d)
2. (b) 2/23-25/53
3. (c)
4. (b)
5. (b)
6. (c) \*\*
7. (c)
8. (d)
9. (b)
10. (c)
11. (d)
12. (a)
13. (c) 2/77
14. (a)
15. (d)

\*\* Northwest Territory, Alberta, Saskatchewan, Montana, Wyoming, Colorado, Utah, Arizona, New Mexico

## Editor's Corner

Another year is coming to a close. I would like to thank the state/province correspondents and everyone who contributed articles to the newsletter for their help in making the newsletter a success. RMA had a great conference in Banff, Alberta, Canada. The host committee headed up by Steve Baldick, University of Calgary, Deanna Hautz, University of Calgary and Wayne Stevens, The Banff Centre, did an outstanding job. The educational programs were terrific and allowed those of us from south of the border to hear how facility management is done in Alberta. The golf tournament, alpine hike, trip to Lake Louise, Monday evening get together, and the other companion programs exposed us to the wonders of Alberta and the Canadian Rockies.

There is a scholarship application in this edition of the newsletter for the APPA Institute for Facilities Management or Leadership Academy. RMA provides four scholarships and APPA two scholarships to the Institute. The scholarship pays your tuition. RMA provides one scholarship to the Academy and again this pays the tuition. I encourage you to apply or for someone from your institution to apply for the scholarships. The scholarship application needs to be sent to Mr. Tommy Moss, Facilities Management - Construction, Colorado State University Facilities Service Center North, Fort Collins, CO 80523-6030. The applications need to be received by Tommy Moss no later than March 7, 2003. You will be notified by May if you were selected for a scholarship.

Last, but not least, the deadlines for articles for 2003 are February 7, May 9, August 8, and November 7. The articles should be sent to your state or province correspondent in time for them to send the articles to me by the above dates. The correspondents are: Mr. David Cain, Northern Arizona University - Arizona; Ms. Mary Vosevich, University of New Mexico - New Mexico; Mr. Brian Nielson, University of Utah - Utah; Mr. John Bruning, University of Colorado - Colorado; Mr. Frank Fox, University of Wyoming - Wyoming; Mr. Bob Lashaway, Montana State University; and Mr. Steve Baldick, University of Calgary - Alberta and Saskatchewan Provinces.

Have a safe and happy holiday season.

**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 2002-2003**

President	<b>Steve Baldick</b>	University of Calgary
First Vice President	<b>David Brixen</b>	Arizona State University
Second Vice President	<b>Mark Shively</b>	University of Wyoming
Third Vice President	<b>Tommy Moss</b>	Colorado State University
Secretary/Treasurer	<b>John Bruning</b>	University of Colorado, Boulder
Newsletter Editor	<b>Paul Smith</b>	Pima Community College
Senior Representative	<b>Craig Bohn</b>	University of Utah
Junior Representative	<b>Paul Smith</b>	Pima Community College

### **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