

Rocky Mountain Views

Rocky Mountain Association of Higher Education Facilities Officers



December 2006

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New RMA Organization

An Emeritus View of the Annual Meeting

News from APPA

Upcoming APPA Events

2007 AAC&U Annual Meeting
Jan 17-20 at New Orleans, LA

APPA's Institute for Facilities Management
Jan 21-25 at Orlando, FL

Transportation Demand Management Toolkit
Jan 29-31 at Boulder, CO

2007 Energy Forum
Feb 15 at Washington, DC

Asset Management Conference & Expo
Feb 21-22 at San Diego, CA

General Education and Assessment
Mar 1-3 at Miami, FL

All Hazards Planning & Emergency Mgt
Mar 5-7 at Boston, MA

2007 International Conference on
Biocontainment Facilities
Mar 12-13 at San Diego, CA

HVACR & Plumbing Instructor Workshop
Mar 28-30 at Lansdowne, VA

APPA 2007 Leadership Academy
Apr 15-19 at San Jose, CA

Lean Mgt Models for Capital Projects
And Facilities Management
Apr 16-17 at St Petersburg, FL

Fire Safety, Law Enforcement, and
Emergency Medical Services
Apr 23-24 at Columbus, OH

For a complete list of upcoming APPA events
please go to: www.appa.org

President's Message

As we've all just withstood another election year, this might be considered my inaugural address. First and foremost I'd like to thank all of those brave adventuresome souls that elected to join us in Big Sky Country for our annual Regional Conference. As you witnessed, the climate can change at a moment's notice; in fact, yesterday it was 63 degrees and now it's snowing again! Hopefully everyone enjoyed themselves as much as I did getting to know such a great group.

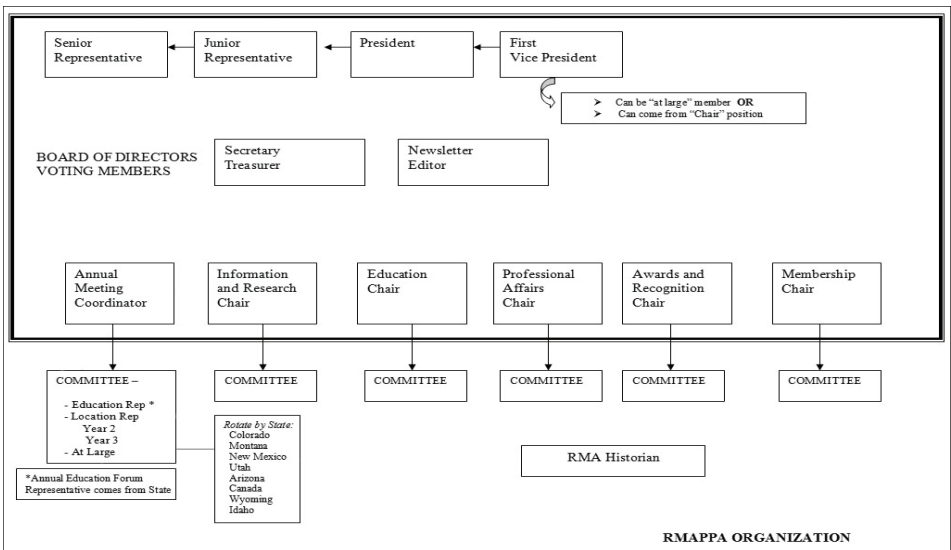
Currently, we have a great number of initiatives set into motion. As I'm sure you've heard on numerous occasions APPA has Seven Strategies and, more importantly to me, is our own Regional Initiatives. My goal during my tenure is to solidify our newly adopted reorganization as well as the 14'ers Mentoring Program.

The newly adopted reorganization (see below) will streamline the hierarchy such that those desiring leadership positions can become President within one year rather than the former four years and hosting the conference no longer becomes a prerequisite of the office. Candidates can either be nominated at large or from one of the committees.

Additionally, the composition of the Board has been expanded to include our Committee Chairpersons. The various committees will provide more opportunities for our members' involvement in whatever field of interest they might have. Ideally, we'd love to have representation on each committee from each state.

A newly established position is the Annual Meeting Coordinator which will provide continuity from year to year. We will continue to rotate the conferences throughout the region with a host committee collaborating with the Coordinator.

I am looking forward to a great year and getting better acquainted with everyone. Thanks again and have a great holiday season.



APPA Report

Correspondent: Jill Amstutz

APPA Awards Nominations Open

Nominations and applications for APPA's Award for Excellence; APPA Fellow; Meritorious Service Award; Effective and Innovative Practices Award; and Pacesetter Award are open. All award nominations will be taken electronically, including applications for the APPA Fellow. For more information on the awards and the nomination process, visit the [recognition section](#) of the APPA website. Questions? Contact your regional representative to the [Awards and Recognition](#) or [Professional Affairs Committee](#), or contact [Jill Amstutz](#) at the APPA office. **The deadline for all award submittals is February 15, 2007.**

Register Today for Institute for Facilities Management & Supervisor's Toolkit!

Registration is *NOW OPEN* for the [Institute for Facilities Management](#) and the [Supervisors Toolkit](#), both scheduled for January 21-25, 2007 at the Renaissance Orlando Resort at Sea World in Orlando, Florida.

The Institute for Facilities Management is APPA's premier educational program. Designed as a four-track course of study, the Institute is held twice yearly and includes core programming in General Administration, Maintenance & Operations, Energy & Utilities, and Planning, Design & Construction.

Specifically designed to meet the needs of the facilities management employee, the Supervisor's Toolkit is a structured, open-ended, and pragmatic approach designed to help supervisors realize both personal and professional growth.

Take the Next Step in Your Educational Facilities Career

[Register Today for APPA's Leadership Academy](#) *April 15-19, 2007 San Jose, California*

APPA's Leadership Academy was designed to enhance and further develop leadership in education. By attending the Academy, you will increase your awareness of the issues affecting you on the job, learn the skills you need to manage change, and explore and discover your own leadership potential.

- Become a more valuable asset to your organization.
- Learn to communicate effectively, express your vision, and build support.
- Start to capitalize on your strengths and minimize your weaknesses.
- Build your trustworthiness and your trust in others.
- Understand the leadership roles your institution needs and why your perspectives are important.
- Establish valuable, lasting professional relationships with your fellow participants.

Register on-line on the APPA website or download the application form and return to the APPA Office. For more information on this and other APPA educational programs, contact [Suzanne Healy](#). More information on APPA's educational programs can be found on the [APPA website](#).

State/Province Reports

Colorado Report

Correspondent: Vacant

University of Colorado at Boulder

By Steven C. Thweatt, Campus Architect

Architectural practice is a continually evolving profession. There was a time when the architect was the "Master Builder" who was expected to know everything about building and masterfully direct a project team to provide the things necessary in delivering a successful project to the owner. Due to a variety of factors, including the rapid development of technology in the information age, the increasing complexity of designs and the ever growing sophistication of the client, the architect can no longer fill this broad, all encompassing role. Today's architect more often defines their role as one of specialist; generally having advanced expertise in a given area, but having fewer broad based skills in the ever expanding scope of the profession. Yet, it is the successful delivery of the full range of professional services that often separates firms desiring commissions at institutions and public agencies. This paradox has, over time, frustrated more than one architectural firm.

At the University of Colorado at Boulder, campus design is a very important and critical issue that affects more than just the aesthetics of our campus community. Not only does the university have a significant architectural heritage to respect and carry forward, but the intrinsic beauty of the campus and its surroundings is one of the strongest recruiting tools that the school has available to its administration. It is combined with many other attributes to attract premier students, faculty and staff from around the country.

Since the aesthetics of our campus and its buildings has such a significant influence on the success of the university as an institution, it seems important to understand the elements that comprise good design. There are many factors, beyond the architect's own design abilities, which shape and form our campus image. Among them are context, politics, funding, preconceptions (egos often entrench themselves in ideas) and longevity or durability. It is most important for an architect to not only understand these influences, but to deal with them effectively if there is any hope to produce good architecture on the campus. This requires a thorough understanding of the issues and the skills necessary to confront and overtake them. It's unfortunate that many architects approach projects clinging to their own design goals which are not always in alignment with those of the client.

Let's examine some of these factors and the influence they have on design:

1. Context - The Boulder campus, located along the Front Range of the Rocky Mountains, is primarily influenced by the context of the campus within its natural surroundings and the historical use of rural Italian architectural styles found in Tuscany Italy. The campus has consistently won accolades from scholars, visitors and critics alike, but there is a clear order and hierarchy of needs that shape this profound beauty. There are specific design principles that must be applied to every project if there is any hope for design success. Those principles include a palette of materials that dictate many design related decisions. The use and relative importance of these materials (sandstone walls, tile roofs, limestone trim and

black accent materials) can be consistently found throughout the architecture of the campus.

2. Politics - Although no one likes to acknowledge or discuss politics, it remains a major influence on all issues in a campus environment, including design. If a designer does not recognize and understand the contribution that politics can play in shaping design, then they run the risk of losing control over the design process and ultimately the design itself. It is not difficult for even the casual observer to see that our School of Engineering, for example, is a very strong and politically dominant element in the academic order. One has only to witness the tall forms reaching toward the heavens to realize the place in our academic society that this school demands.

3. Funding - Another significant contributor to architectural design on a campus setting is the source of funds. Whoever provides the major share of funding for a project is in a unique position to influence the final design of that project. It does not matter what their educational training has been or whether they are proficient at architectural design theories, their contribution to the process will be significant. If the designer fails to effectively deal with this, the project may be doomed. A State legislator will likely not be as sensitive to the context of the campus as we might hope and a major athletic booster may have goals that are significantly misaligned with ours. Who gives money to the university and for what purpose clearly dictates a multitude of design decisions.

4. Preconceptions - Many Deans or Department Heads begin a project with a preconceived notion of what a project should look like or function, and our maintenance staff have some very clear ideas on how buildings are to perform over time. These factors will surely dictate the possible arrangement of functions, use of materials and distribution of funding throughout the project. Again, to ignore the potential influence of these critical elements during the design process is to immerse oneself in complete frustration.

While I have attempted to illustrate how the unique setting of a university campus can, and should, influence the architectural integrity of the campus community, the real challenge for today's architect is to provide the ideal solution associated with a particular design problem without sacrificing service to the client. Herein lies the major deviation from our forefathers, as master builders. An entirely new set of skills is needed to successfully steer a project through the maze established by today's sophisticated clientele. As important as the final design of a project is, the method by which it is developed and the successful delivery of the services that accompany that design are equally important. It is crucial to realize that the budget, schedule and facilitation of the design process is every bit as important as the design itself and can many times define success or failure in the clients eyes.

Idaho Report

Correspondent: Anna Weskerna

Idaho Report

By Kathleen Craven, Communications and Marketing

Boise State received a prestigious BetterBricks award on October 4 at a reception at the Doubletree Riverside, Boise, Idaho. The Facilities, Operations and Maintenance Depart-

ment staff were the winners in the Operator-Manager category.

BetterBricks is the commercial initiative of the Northwest Energy Efficiency Alliance, which is supported by local electric utilities. BetterBricks advocates changes to energy-related business practices in Northwest buildings.

Boise State was recognized for its multi-year energy conservation project completed earlier this year. Begun in fall 2001, the first and second phases of the project resulted in a 16 percent reduction in electrical and gas usage. The final phase, a collaboration between Boise State, Siemens Building Technologies Inc. and the Idaho Division of Public Works, has led to annual utility cost avoidance of more than \$400,000 per year. In future years, when utility rate escalation is considered in, that number could jump to \$800,000 annually.

Idaho State University

By Anna Weskerna

Environmental Support Solutions, Inc. (ESS) awarded a 2006 Excellence Award in Environmental Management to ISU Facilities Services management team.

The ESS Excellence Award was one of only 18 awarded nationally overall, and only one of 11 awarded nationally in the Environmental Management category. Only three were awarded in the Refrigerant Compliance category and only one other university received an ESS Excellence Award. Winners of the ESS Excellence Award were honored during the Awards Gala, which was attended by Anna Weskerna, on October 10, 2006, in Tempe AZ.



The ISU refrigerant team is comprised of Syed Hashim, environmental specialist and the project manager; Darrell Buffalo, associate vice president of facilities services and project advisor; Anna Weskerna, management assistant and project document manager; Rodney Chlarson, mechanical systems supervisor and responsible for the HVAC technicians and equipment data collection; and Roy Viles, storekeeper and responsible for refrigerant inventory management.

The team implemented a refrigerant management program that ensures the University is complying with Environmental Protection Agency's Clean Air Act regulations. Refrigerant is used in many of the University's air-conditioning systems,

and is a source of greenhouse gases which impacts the stratospheric ozone depletion and global warming.

Hashim drafted and implemented a refrigerant policy, with the objective of streamlining the refrigerant appliance and operations data processing to comply with emissions and federal codes. The new policy requires that all refrigerant has to be purchased and dispensed by the University Stores department. All refrigerant usage has to be accounted for by the HVAC department. And all data management, using a newly purchased software system, is the responsibility of Hashim. HVAC technicians are professionally certified to perform preventive and regular maintenance on mechanical systems. Some members of the team have attended ESS refrigerant compliance training sessions.

"By performing preventive maintenance, monitoring equipment leak rates and reviewing equipment maintenance histories in a timely manner, we have been able to prevent pollution," Hashim said. He added, "This environmental award brings ISU into the national spotlight. Our goal is to highlight ISU's pollution prevention activities and be a model for other universities."

With the help of this and other programs, ISU is in compliance with all federal environmental regulations. For questions or comments, please contact Syed Hashim at 208.282.2747 or energy@isu.edu.

University of Idaho

By Richard Nagy, Resource Conservation Manager and Brian Johnson, Assistant Vice President, Facilities

The University of Idaho recently hired McKinstry-Essension as our energy savings performance consultant to assist us in identifying and implementing energy improvements on the main campus. McKinstry-Essension, based in Seattle, has performed similar work on other campuses, including Washington State University and Eastern Washington University. We are in the midst of a technical audit of campus lighting, HVAC, and steam and chilled water production and distribution systems, and have hopes of identifying substantial improvements that will be financed primarily through the resulting energy savings.

In addition to the work anticipated through McKinstry, we have implemented a number of utility/energy improvements over the last few years, funded in part through utility rebates from our local power company, Avista. By incorporating energy improvements in capital projects and using our in-house engineering and maintenance workforce, we completed lighting system retrofits, installed variable frequency drives, implemented unoccupied mode control of building HVAC systems, removed inefficient building chillers by connecting buildings to our central chilled water system, and insulated central steam distribution system piping. With investments of approximately \$1.1M, we have achieved annual energy savings of \$320K. We also installed substantial metering for electrical, steam, chilled water and domestic water systems about campus, supporting a web-based reporting system, and greatly streamlining data collection, analysis, and system troubleshooting.

These projects reflect the UI's commitment to energy conservation and assist us in optimizing operations within available resources.

For questions or comments, contact Brian Johnson at johnsonb@uidaho.edu.

Montana Report

Correspondent: Bob Lashaway

Montana State University

By Jonathan Ford, Manager Environmental Services

Boomtown. The word conjures up images of the *original* 49'ers in their tents in San Francisco, or dark lines of hopeful miners going up Chilkoot Pass and White Pass on their way to Dawson City in the Yukon. Even Bozeman, Montana had a touch of the same phenomenon in the 1860's, initiated by gold strikes in Virginia City's Alder Gulch, Butte's "Richest Hill on Earth", and Helena's Last Chance Gulch. All of these "booms" were powered by the same motivations: people seeking their fortunes and a better life.

Boomtowns in those days were rough, often lawless, and characterized by a grossly inflated market caused by high demand and tenuous supply. The cost of a shovel equated to hundreds of today's dollars. Savvy vendors who could position themselves between the miners and the supplies that they desperately needed made the real fortunes. There was little problem finding the workers needed to support their enterprises because of the steady stream of gold seekers arriving every day that had to find a way to eat in the short term.

Now Bozeman is going through a boom cycle of another sort, again driven by the desire of people to improve their quality of life. Instead of gold seekers streaming into town, now the droves of people are *home seekers*. Unlike the past, these are people who already have their fortunes, people who are law-abiding super-consumers who pour their money into the local economy. They are actually mostly refugees from the hectic, sprawling, crime-ridden, smoggy urban areas of America, looking for a slower, simpler, back-to-the-basics rural life of clean air and open space. What they are seeking only partially exists in reality. They are spurred on perhaps by a distant memory, or have had an idea created in their minds by a movie or TV show. Ironically, by their very coming they are, to some degree, destroying what they are seeking. They cannot help but bring a bit of the urban blight with them from where they came (Bozeman's crime has taken on a more sinister, urban character), and the speed of the traffic has taken on the frantic snail's pace of much larger places.

As it was in the past, big-box stores and other vendors of all kinds have recognized the opportunity to ply these needy (in the raucous consumerism sense) home seekers with wares. As the retailers rush to capitalize on the developing market, City planners have to constantly fight the specter of unchecked strip development marring and changing the town's hundred-year-old character that attracted the newcomers in the first place.

The major difference between the boom of old and today's growth is that the money powering the economy is coming in from the outside, more or less independent of local business. Existing retailers, particularly restaurateurs and real estate agents, quickly discovered that the newcomers had no problem parting with extravagant amounts of their money. They adjusted their pricing structures accordingly. To be sure, there has been a developing need for additional supplies as in the old days, but the contemporary pricing increase was colored more towards what the market would bear rather than a supply shortage. The local real estate market piggy-

backed onto the national market bubble quite easily, and the rest of the local economy followed suit and inflated. The high-end art shops and boutiques have blossomed in the downtown area, and the price of a meal in a restaurant looks more like it does in California or New York than in Montana.

How has all this affected Montana State University? It has helped fuel increasing enrollments as Bozeman was established on the map of "in" places to be. This has increased the usage of campus facilities, produced more solid waste, intensified the wear and tear on the grounds, and increased the demand for service workers like dishwashers, custodians, and clerical staff.

Unlike the boom of the late 19th century, for the incoming moneyed people there is no shortage of wildly inflated (and they really don't care!) housing possibilities from which to choose. However, the folks lower on the economic scale that want to come to Bozeman have nothing available, and just pitching a tent anywhere like in the old days is no longer an option. Fewer of these workers are available because many of them figure out that the housing is so expensive that they cannot afford to live here. Little houses near the campus built in the '40's and '50's that were selling for \$50-80 thousand twenty years ago are now selling for \$400 thousand or more.

A red-hot demand for entry level workers has been created, but the bar allowing entry into the market has been set too high. The current unemployment rate in Bozeman is currently 1.9%, which means everybody that wants a job has one, but there are simply not enough workers to go around. Although Bozeman is a long way from Mexico, Hispanic immigrant workers, both legal and illegal, are making their way here. Their numbers are small but growing rapidly. Businesses are occasionally closing for indefinite periods during business hours because they cannot field enough workers to operate. Employers are forced to compete for workers by offering packages that are attractive enough to draw workers out of their present jobs into the new ones. Thus the wage and benefits inflation process begins.

Herein lies the problem for MSU. Like most large bureaucracies, particularly those in the union environment, the Montana University System Pay Plan uses a broad-brush, one-size-fits-all approach to setting wages. Until recently, it was in lock-step with the State Pay Plan, which was even larger, less flexible and more limiting. Needless to say, the University System Pay Plan is not particularly responsive to market forces. It depends on the biennial State legislature as the ultimate source of funds. Any wage funding plan conceived and approved by the legislature---some wage earners think of that as a *promise*---has a shelf life that can be as little as two years long. To get a stable wage system for more than that is unusual. A new political wind blows in, and the whole deal may change. Indeed, it has changed many times over the years.

What MSU has been left to deal with most recently is wage rate brackets for each job classification that are fixed, with no provision for adjusting to economic changes. The entry rate for any position is rapidly falling behind the inflating market, leading to few applicants. As MSU falls behind, the capability of other employers to entice current MSU employees away increases. The combination of the two factors is devastating. The custodial workforce, already in a cutback cleaning regime leftover from the early '90's and never made whole again, is running a constant 25-30% vacancy rate that has persisted for several years despite an open search and

constant advertising. Factor in 216 hours of paid vacation and sick leave per year, and the result is that on any given day, MSU can barely field half the workforce needed to get a rudimentary cleaning job done.

Elsewhere on campus, the food services are serving on paper plates because they have no dishwashers. Bozeman's average rent (\$1,423 for an unfurnished house) is so high it would eat up to 98% of the paychecks of these types of workers, or 37% of a worker making \$22/ hour. The University Police faced not being able to staff at least a single officer for the entire twenty-four hours of each day. Even some professors have left Bozeman and moved on because they could not afford a modest home.

Why not outsource? Various sections of MSU's maintenance arm have floated RFP's and have found that even the private sector is strapped for help. The contractors have so much work they really don't want the business: if they bid at all, they are often tripling what a reasonable expected contract cost might be. One off-campus building had their custodial contractor opt out at the end of the term, and there were no viable bidders stepping in to fill the void. The City of Bozeman had such miserable performance with their custodial contractors (because they were having the same recruitment problems) that they are attempting to bring the operation in-house.

The Montana University System (MUS) is obviously statewide and covers a wide variety of economic areas. The Bozeman boom in real estate and overall growth does not exist throughout most of Montana. The application of a single, monolithic pay plan across MUS does not take into account the economic differences between Bozeman and Havre, for example. When the University Police got a wage adjustment recently to help cope with their staffing crisis, the "me too" cries went out from Missoula, then Billings, and continued to ripple across the state until all wages in the job group were made equal. The pay plan, as it stands, has no defense against an argument for equality within a worker class. As the wage rates are compared across the state, they are essentially averaged with the less inflated economic areas dominating. This brings down the MUS wage in Bozeman to something that is completely unworkable, while it benefits economically depressed areas beyond what is reasonable for their local markets.

A new legislative session is about to begin. The Board of Regents for the Montana University System is aware of the problem. MSU's President Gamble has gone public with the issues. There are rumors of a task force being set up. All are signs of positive motion, but if history has any bearing on the process, holding our breath for a complete solution to appear is probably unwise.

In the meantime, the specter of a new Lowes store currently under construction casting a net for 450 new employees threatens to cause further loss of some of our newer and even some long-standing employees. Initial indications are that they are willing to negotiate an entry rate as high as \$14/hour (depending on experience) with good benefits. Some of our workers are already asking about the details about how to cash out their unused leave.

The real estate bubble is starting to show signs of flattening in much of the country. Perhaps the effects of a market cooling will alleviate some of our woes. However, it is likely that Bozeman area will be among the last to see it. Like the rush

to find gold, living in Bozeman represents a dream to a lot of people, a dream that they will do almost anything to obtain.

Utah Report

Correspondent: Brian Nielson

University of Utah

By Brian Nielson, Associate Director Buildings and Grounds

It always amazes me how difficult it is to come up with an article when there is no limitation on the subject. So, as I fussed on this over the past week a simple tour of the campus today put things in perspective. With the first dusting of snow already behind us and the leaves now in the final stages of blowing into buildings and clogging storm drains, I reflected on what a great summer we have enjoyed. Drought tolerant landscapes have been especially rewarding with the construction of new buildings and water conservation throughout the campus. Changing old ideas and perceptions continue to be a constructive approach to meet our goals.

I have had the opportunity to travel to several of our sister institutions throughout the state and enjoy the tremendous energy that has been exhibited to transform the campuses into more energy efficient environments. Here at the University of Utah we are in the process of receiving funding for a new central control system to help manage our exterior watering program. It really has become a challenge to search out the various systems and find that one system which puts us on the leading edge to better manage our future. The one thing that stands out during this process is the input of many of you who have already bridged this gap and are so willing to share your experiences and resources. I am always amazed at how creative our frontline people can be when problems and solutions need to be reached.

Another area we are forging ahead is the recycling frontier that on the surface sounds like a no brainer, but I am here to tell you everybody has an opinion and usually very little cash to back it up. Presently we recycle about 25% of our waste stream but are looking at increasing this into the high 45%+ range. I believe this is very doable and with a little luck we will succeed our expectations. We already have the mechanics in place and with a little tweaking we will be successful. My hat is off to those who keep cracking the doors of their institutions to see what else can be done.

Keep up the great work to show off your campuses and maintain the learning environments needed for the next generation who just might be teaching and maintaining from the seat we occupy today. Any ideas on water management or recycling you might want to forward on to me would be very much appreciated. My e-mail is Brian.Nielson@fm.utah.edu.

Emeritus Report

By H. Val Peterson

Ask yourself this question. Why would an emeritus member of RMA want to attend an annual meeting? Excuse me, an *annual educational forum*. After all, I have no job for which I need to be trained or perhaps re-trained since I haven't been gainfully employed for more than five years and have, no doubt, joined the ranks of the unqualified. Whatever smartz I used to enjoy have now dissolved into my mushy grey matter.

Now the answer to the question: So I can participate in the companion program! Although they don't call it companion program any more and in order to be politically correct, program planners merely lumped all the fun activities of the educational forum into a purple-colored column printed in the schedule. For years I attended meetings and conferences to improve my job skills and performance along with trying to gain some smartz. Just so you know, smartz are the things you learn in life without being formally taught them. Even so whenever I attended an RMA meeting I had smartz enough to see that the folks who participated in the activities like those outlined in the "purple column" seemed to be having more fun than us poor snooks that spent all our time in educational pursuits. I always wanted to do the fun stuff instead of sitting in some sessions that seemed to go on and on, but peer pressure prevented my skipping out. Nowadays most of my peers are in those Great Facilities in the Sky so there is no one left to pressure me and my aged conscience has been seared to feel no guilt in having fun.

Now, I hate to admit it, but we oldsters do things a bit differently than we used to. Differently means slower and perhaps more stupid. I realize that those who know me well may recognize that anything I do now would be no stupider than when I was of sound mind and body. So it was with dimmed vision and slower reflexes combined with one-way streets and inadequate signage that the wife and I had to circle the conference hotel twice before figuring out where the entrance was.

And then once we checked into the hotel and recuperated a bit, the next logical thing to do was to register for the big event. Being wizened and well-versed in the use of logic, we searched every square foot of hotel levels 1 through 4 before deciding registration must be elsewhere. The next most logical thing was to wander the streets of Billings to find someone we recognized to ask where the devil we could register. After meeting no one we knew we started approaching strangers but no one could tell us where to register. In fact, pretty soon we noticed people crossing the street mid-block to avoid us. They must have supposed we were hard luck vagabonds seeking a handout. Finally we ran into good old Dave Brixen who with waving arms and rather poor verbal instructions pointed us in the general direction. Two other stops were made where we received conflicting information, but even so, we finally found ourselves standing at the registration desk. Remember, while muddleheadedness may be the malady, perseverance will prevail.

After a bit of chit chat with folks in the registration area, we traipsed back at the hotel and went to our room to study the schedule. To our horror we noted that the activities shown in the purple column on pre-registration materials were printed in the official program in (shudder) black and white. Now these old folks were really confused. Easy to do you say? OK, but luckily we had the entire evening open and eventually figured it out.

Friday's daylong purple (now shades of grey) activities fell on a day with threatening skies the same color as the activities schedule. Soon threatening changed to happening and the rains came. Boy, we were glad we hadn't opted for the river fishing trip or golfing. After all no one wants to fish or golf in the rain! Right? We felt like we had the winning lottery ticket as we smugly rode the bus toward Pompey's Pillar—it was warm and dry. Old folks like warm and dry especially if you have to rely on Depends.

Lunch was served at Pompey's Pillar, a historical Lewis and

Clark site on the Yellowstone River. As lunch was served, however, I was off goofing around as usual (that's old folks lingo meaning I was using the "facilities") and I missed out on the grub. We old guys with plumbing restrictions never miss an opportunity to "drain the radiator" as we used to say. I was surely relieved (no pun intended), to find the "facilities" were real pit toilets obviating the need to search for a bush or tree to find relief.

Back on the bus, we headed for Custer's Battlefield and the rain turned to snow. And this was still October! Winters must be really long in Montana! We were shown a video presentation of Custer's Last Stand and then we traipsed through the wind and sleet up the hill to view the battleground. One thing for sure, we didn't have to worry about skeeters. Then it was back on the bus for another nice warm ride back to the hotel. We had a good time which was made even better when we saw the returning water-soaked and freezing fishermen and fisherwomen and the wet golfers all blaming the rotten weather for their lack of fish and bad golfing scores.

The next day while most conference attendees were sitting in exhilarating meetings learning about performance contracting, environ & energy controls, energy management, and management technology, this old folkster once again ventured out on forays with the ladies to a historic mansion and an art museum. We were shuttled around in an old-style tourist trolley driven by Santa Claus cleverly disguised as a trolley driver. The trolley's suspension was stiffer than yesterday's bus, the seats harder and the steps higher. After two unsuccessful tries to mount the first step I needed a helpful push on the tush from my faithful companion to make it on the trolley. The mansion tour was wonderful, but the steps were killers—and no elevator for the handicapped, elderly or simple-minded. Somebody said I fit one or more of those categories.

The art museum had all the amenities for old folks but not wanting to look like a wimp among all the lovely ladies, I climbed the stairs. After all, I was the only male on the tour except for the tour guides husband who confided that he was surely glad to see me because he figured on being the token male in the group. In reading the names of those taking the tour he wrongly assumed that Val Peterson was a female. Anyway, it was a good day and we kept dry. I hoped we were dryer than the educational presentations. Saturday night was the big rodeo preceded by a western barbeque. The food fare was better than fair but the walk from the food building to the rodeo arena took us through critter alleys and pens with green-colored puddles and cow pies. I suppose the manure on the shoes was intended to get us in the mood for the rodeo action. Our leader—the honorable APPA President-elect aka Alan Bigger celebrated the event wearing his first-ever cowboy boots. He complained he didn't get a chance to break them in before the trek from banquet table to rodeo arena. Gee, they looked broken in to me with all the green stains and cow dung.

On the last day of the annual forum my conscience got the better of me and I attended two educational sessions before visiting the vendor booth—I mean *business partner exhibits*, for a free lunch. Dang, I just can't seem to get the terminology right any more. Anyway, I found my way to and from the MSU Downtown Conference Center without getting lost. But you know I didn't win a single prize this year. Do you suppose emeritus members are not supposed to win prizes? I'll bet the names of those that don't attend education sessions or visit business partner exhibits are removed from the

hat. Maybe next year I better do a better job of making the rounds.

The annual banquet and awards dinner was the highlight of the meeting (forum). I liked the awards ceremony but was disappointed I didn't receive any. I was momentarily excited when the H. Val Peterson Award was announced but then found it was given to someone else. I suppose no prizes means no awards either. Anyway, the cowboy entertainment was a hoot. Their tunes were real western but the lyrics were strictly Montana. Wannabe cowboy "Tex" Bigger exhibited great sportsmanship by displaying his lily-white "rancher leg" to all. It was whiter than a Mormon missionary's dress shirt. Too bad Alan didn't wear his cowboy boots. But you know, he could have avoided lots of foot pain had he followed the advice of a previous APPA President, a real Texan named Joe Estill. Joe always wore cowboy boots to the annual banquet and once he explained how to have a comfortable fit. He demonstrated the secret by removing a boot and displaying what was printed inside—TGIF. This means *Toes Go In First*. Alan needs to go home and write this secret in his own boots.

All in all, the annual educational conference was a success as far as this old emeritus member is concerned. It's always good to meet old (I really mean former) friends and associates as well as to have fun. And I did have lots of fun. Thanks goes to Eakle Barfield and the good folks at Montana State University—Billings. Sorry it took so long to report about the meeting, but they don't call me Windbag for no good reason. Well OK, maybe for that other thing too. See you all next year.

Editor's Corner

Another year has come and gone; they seem to come and go so much faster now than they once did...

In *Calmly We Walk Through This April's Day* Delmore Schwartz said, "Time is the fire in which we burn." Henry David Thoreau had a little different take when he said, "Time is but the stream I go a-fishing in."

Whatever our views on time might be, one fact is indisputable: It passes at a constant rate, minute by minute, hour by hour, day after day. It is our perception of time, manipulated by fallacious sensibilities, that is inconstant.

None of us knows when our brief sojourn in this life will conclude, but it is important to remember that it is not how much time we are given so much as what we do with that time that will define us and our contributions for posterity. For this reason alone, I most heartily commend to you Thoreau's interpretation of time!

We have two new sections with this edition. I have added an **APPA Report** section since Jill Amstutz has been so consistent in presenting material for this newsletter. Also of note is the **Emeritus Report**, which (most appropriately for the inaugural column) is penned by our own Val Peterson. RMA's emeritus members have a vast reservoir of experience, institutional memory, and a unique perspective. I hope we will have more contributions from these folks in future editions.

A Happy and Safe Holiday to you all and best wishes for a Happy and Prosperous New Year! Until next time, I remain...

Your Normally Agreeable Gazetteer - JM

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Newsletter of the Rocky Mountain
Education Facilities Higher Education
Facilities Officers (RMA)

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.

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FUTURE MEETINGS

2007 Annual Meeting	Albuquerque, NM	University of New Mexico
2008 Annual Meeting	Ogden, UT	Webber State University