



**December 2007**

## Inside this edition...

- **Invitations to Serve**
- **Invitations to Learn**
- **APPA/State Reports**

**And So Much More...**

## APPA Educational Opportunities

February 3-7, 2008  
Institute for Facilities Management  
Marriott Newport Beach  
Newport Beach, California

February 3-7, 2008  
Supervisor's Toolkit  
Marriott Newport Beach  
Newport Beach, California

April 19-23, 2008  
Leadership Academy  
Scottsdale, Arizona

July 9-11, 2008  
APPA 2008: Good to Great  
San Antonio Convention Center  
San Antonio, Texas

September 7-11, 2008  
Institute for Facilities Management  
Renaissance Austin Hotel  
Austin, Texas

September 7-11, 2008  
Supervisor's Toolkit  
Renaissance Austin Hotel  
Austin, Texas

January 18-22, 2009  
Institute for Facilities Management  
Marriott Waterside Hotel  
Tampa, FL

January 18-22, 2009  
Supervisor's Toolkit  
Marriott Waterside Hotel

## President's Message

I write this column as one of my first communications as President of Rocky Mountain APPA and I think it is appropriate to talk about our recent conference in Albuquerque.

This year we had the pleasure to host the meeting along with our colleagues from the Pacific Coast Region – PCAPPA. Over five hundred attendees including over sixty business partners were present for this year's conference. As is usual for any of our events, we were all up at the crack of dawn the first day to play golf or go to balloon fiesta (oops sorry, I think those ballooners got up in the dark!). We had great weather which continued throughout the weekend.

Our conference theme, Sustaining a Balanced Mission, was very timely as we are all challenged with operating our respective facilities in a more efficient manner. For many this means energy conservation but it is important to note that sustainability truly transcends all operations. It is about good human resources, good business practices, good customer relations, being accountable and in short doing the right thing. I think that if we all look around our organizations there are opportunities galore to function in a more sustainable manner. To that end, I think our speakers and topics were right on point. The challenge now is to use the information that was presented and share it with our colleagues throughout our region.

RMA is a very special region of APPA; we have majestic mountains, we have stunning desert landscapes, we are an international organization, two of our members hold international offices in APPA, emeritus members that continue their involvement and dedication to our profession, but most importantly we have outstanding membership.

Thanks to everyone that supported and helped in organizing this year's conference. I would like to thank the RMA Board for their dedication to our organization and our membership. A special thank you goes out to Eakle Barfield for his outstanding leadership of RMA this past year!

Thank you all for joining us in Albuquerque. I am honored to serve as RMA president this year.

Kind regards,

Mary Vosevich  
University of New Mexico

## APPA Report

Correspondent: Jill Amstutz

### FPI Survey Deadline Extended

The deadline to complete the Facilities Performance Indicators (FPI) survey is December 3, 2007. Your data makes a difference for your school and others. Participate in APPA's FPI survey and forward the growth of the educational facilities profession. Remember, you will need an APPA userID and password to complete the survey.

### Register for February 2008 Programs Today

Registration for the February 3-7, 2008, Institute and Toolkit in Newport Beach, California is open. The Institute for Facilities Management is designed as a four-track course of study, with core programming in General Administration, Maintenance & Operations, Energy & Utilities, and Planning, Design & Construction. The Supervisor's Toolkit is designed to meet the needs of the facilities management professional. It is a structured, open-ended, and pragmatic approach to developing supervisors.

APPA is pleased to bring back the Facilities Finance Institute this February in Newport Beach. This program is geared towards Institute graduates for continued professional development in the financial aspect of facilities management. For details, contact Suzanne Healy.

### The EFP Credential Will Advance Your Career

Sign-up for the newest program for educational facilities professionals who seek to take their career to the next level. The was developed in response to members' demand as a way to validate your knowledge and competence and show decision-makers that you are an accomplished professional.

The EFP program confirms your achievements and illustrates your basic, fundamental understanding of what it takes to create and maintain safe, functional, and inspiring learning environments, now and for future generations. The next EFP credentialing preparatory classes will be February 8, 2008 in Newport Beach, CA. Exams will be given February 8 or 9, 2008. For details, contact Suzanne Healy.

### APPA 2008: Registration Begins December 1

Get ready for APPA to Take You From Good to Great in 2008. Join us July 9-11 in San Antonio for APPA 2008, where you will have the opportunity to climb toward peak performance with sessions that challenge, motivate, and transform you and your facilities operations from good to great. Experts and breakout sessions will focus on leadership and collaboration; solution revolution and technology; and connection and communication.

### Nominate The Best & Brightest for an APPA Award

Nominations are now being accepted for APPA's 2008 institutional and individual awards:

- Award for Excellence
- Effective and Innovative Practices Award
- APPA Fellow
- Meritorious Service Award
- Pacesetter Award

The deadline is January 30, 2008; however, award submissions will now be accepted year-round. Awards submitted after January 30, 2008, will be considered for 2009. Contact your regional representative to the Professional Affairs, Awards and Recognition Committee, or Jill Amstutz for more information about the awards process.

### Join the 14ers Club!

Would you like to become involved in promoting the development of the next generation of facilities managers? Our region has created the "Fourteeners Club" (aka 14ers Club) for that exact purpose. The 14ers Club is a newly established group of our most dedicated members that are willing to serve as a mentor for the professional development of our future leaders.

Article VI of our By-Laws was adopted last year and outlines the criteria for membership. We would be honored if you would take a moment to consider membership in this elite group with a noble cause. Applications are available on our web site <http://www.rmappa.org> and should be submitted to [ebarfield@msubillings.edu](mailto:ebarfield@msubillings.edu). Feel free to contact any RMA officer if you have any questions.

### We're Looking For A Few Good Individuals

We started a new process for the President's position two years ago in Vail, Colorado. We revamped the structure of the board so the President-elect would be responsible for guiding RMA's future. We set up a new process for the Annual Educational Forum. We did this so we could draw from our large pool of individuals with their different desires to serve RMA.

In my past seven years of being involved with RMA and APPA, I have gained more than I have given, plus I made many friends & colleagues; but most of all is the knowledge I gained from all of you. I can highly recommend that by getting involved you will enhance your life and career.

So I'm looking for **YOU** to come and serve and be a part of a great organization. We have two positions we are electing in the Fall of 2008 at our annual meeting - they are President-elect and Secretary/Treasurer.

The President-elect will serve a term of four years. The first year the individual will assist the President; the second year will be the President; the third year will be the Junior Representative for RMA and APPA; and the fourth year will be the Senior Representative for RMA and APPA. More details of the job description are in our bylaws.

The Secretary/Treasurer will serve a term of one year. The individual can run for reelection and serve as many years as desired. The job's tasks consist of keeping track of the RMA budget and keeping the official notes of our meetings. More details of the job description are in our bylaws.

Are you ready to get involved and become the future of RMA?

Please contact Tommy H. Moss for more information at: email - [THMConsulting@Comcast.net](mailto:THMConsulting@Comcast.net) - Phone 970-214-3637

### RMA Scholarships Available

RMA continues to strongly support the professional development of the employees of its member institutions. Professional development is essential if your employees are to meet the challenges our industry face. RMA believes this professional development can be achieved through a wide variety of opportunities, two of which are APPA's Leadership Academy (the Academy) and Institute for Facilities Management (the Institute).

In total, there are two (2) tuition scholarships available to the Academy and six (6) tuition scholarships available to the Institute.

RMA is committed to awarding one (1) scholarship to the Academy and four (4) scholarships to the Institute, and recommends the award of scholarship by APPA for one (1) schol-

arship to the Academy and two (2) scholarships to the Institute on a majority vote of the Board.

### **APPA Academy**

The Leadership Academy provides opportunities to increase our awareness of industry issues, to learn the skills necessary to handle today's changes, and to discover the leadership potential within each of us.

The Leadership Academy has been developed for, and focuses on, the educational institution's administrative professionals. These include: facilities staff, buyers/purchasing agents, business/finance professionals, and auxiliary services professionals. The program is designed in four tracks, with each track emphasizing a different perspective and type of leadership skill. The four tracks include:

- Track I - Individual Effectiveness Skills
- Track II - Interpersonal Effectiveness Skills
- Track III - Managerial Effectiveness Skills
- Track IV - Organizational Effectiveness Skills

Each track builds on one another, and need to be completed in order. Participants remain in one track throughout the week. This immersion approach is designed to foster the development of strong professional relationships among participants. Completion of each track is required prior to filing for graduation from the program.

### **APPA Institute**

The Institute for Facilities Management is APPA's premier educational program and is designed with two goals in mind:

- Provide a superior education to mid-level facilities managers in the core areas of facilities management
- Instill in them the vision and leadership abilities they need to responsibly guide their institution's facilities programs.

Designed as a four-track course of study (including core programming in General Administration, Maintenance & Operations, Energy & Utilities, and Planning, Design & Construction), the Institute offers a diverse range of classes that provide both the in-depth technical knowledge and the broad-based visionary skills that today's facilities professional needs in order to succeed.

RMA welcomes applicants and looks forward to contributing to the ongoing experience and education of its members. Please visit our web site for the application materials and forward the completed application to Jeff Butler email: jbutler@montana.edu (preferred), or fax: 406-994-6572.

## **Alberta/Saskatchewan Report**

Correspondent: Greg Wiens

### **Athabasca University**

By Greg Wiens, Director, Facilities and Services

The RMA/PCAPPA gathering in Albuquerque was a much anticipated event that did not fail to live up to expectations. A very large "Thank You" to all of you who worked so hard to pull the educational and optional activities together to make this year's event thoroughly enjoyable.

Well, the weather has finally decided that winter is the season that should be emphasized in Athabasca. November 23 had a balmy high of 16C (61F), with a light rain through the 24th. November 25 the snow started to fall and the temperatures dropped abruptly such that the highs for this past

week were in the -20C (-4F) range and the lows hit -31.5C (-25F). Add some wind chill and everyone knows winter has fully arrived.

Despite the cold weather, Athabasca University continues to bask in having successfully lobbied the Provincial Government of Alberta to provide funding for a new Academic and Research Centre at the main campus in Athabasca, Alberta.

After several years of meetings, written documentation, planning and justification being exchanged and with the much needed and appreciated support of the local communities, surrounding areas, and politicians at many levels, the official announcement of the \$30 million funding for this project by the Provincial Government in early October was received with much excitement.

Now, the real work begins, especially as the schedule has a construction start of July 2008, to deliver the 70,000 sq.ft. of new space so desperately needed.

Saskatchewan's recent Provincial election has resulted in a major change as the party that had governed for many terms is no longer the choice of the people. This is a significant change and could affect many areas, including funding for secondary education. There is no doubt that all University's in Saskatchewan are keeping a watchful and hopeful eye on this new situation.

From all of us to all of you, Merry Christmas and a Happy New Year. Enjoy the holiday session, be safe, stay warm and have a memorable time with family and friends.

## **Arizona Report**

Correspondent: Dave Brixen

### **Arizona State University**

By Joseph Metzger, Assoc Director, Facilities Management

The morning was warm, unpleasantly so... not the kind of weather one would expect on the first day of November. Like Theoclymenus of Greek mythology, I had a particular sense of impending doom. Perhaps that's a bit strong... but any facilities manager will know the feeling I'm describing.

However, the morning passed uneventfully and I laughed at myself for my earlier uneasiness. Suddenly, both my land line and cell went off at the same time, followed by a stream of incoming e-mails. Utility power to our CHP facility had failed and the steam turbine was down for maintenance. Virtually all of our research intensive buildings, fed from CHP, were without power. This was big trouble!

One of the great things about having a competent and talented staff is that when things like this occur I don't get too excited. General Metzger can command from afar, knowing that his best and brightest are on the front lines. After a few minutes, however, with additional inquiries coming from on high with increasing frequency I decided it was time to mosey over and have a look see.

Both of our feeders from the utility company were down and the only power going out of the plant was from the emergency generators, which only picked up the life/safety systems in the connected buildings.

The initial indication was that a black start test being conducted in the plant had caused the failure. Now in this plant everything is controlled by computer. You don't just go over and throw a switch, you have to ask it nicely from the con-

sole. There is manual override, but that override is also monitored by the computers. Although it was established that there were no faults, the mains refused to latch in... I kept waiting for Hal (2001: A Space Odyssey) to speak from the console, saying "You can't do that, Dave".

Having made my personal observations, I returned to headquarters to await further developments. The CHP team got the secondary main breaker (M2) latched in after about 40 minutes and the FM team began bringing the load back on in the affected buildings. Success was reported up the food chain and everybody sighed with relief. An hour later, while trying to switch in a chiller, M2 tripped off again.

Time for the heavy artillery... the General's presence was once again required at the front lines. Turning out of the building in my command vehicle I observed one of our shop vehicles at the intersection, pointing all four of its tires to the heavens. A car had run the light in front of our building and rolled our van. Fortunately, there were no injuries and there were urgent matters requiring my attention.

Back in the car, I headed towards the CHP... as I turned into the campus proper I saw a cloud of black smoke hovering over center campus and heard the sirens of approaching emergency vehicles.

Seeing this quite cleared my mind of our little power issues at the plant. Proceeding on into mid campus I came upon our Memorial Union building which was quite obviously on fire.

The abbreviated story: We had a serious fire on the second floor that did significant damage to the building and its contents. Although the actual fire was limited to a few hundred square feet on the second floor, there was smoke damage throughout the structure. The fire was extinguished within an hour and, thankfully, there were no injuries.

The fire department did a fantastic job and performed a very thorough investigation as to the cause of the fire (which is still undetermined). Finally, the building was released to us at about 8:00 pm that night and the FM team and the restoration contractor made a preliminary inspection of the building. It was bad, but it could have been so much worse.

Now the Boss was off doing her thing at APPA in Washington, DC. Being one that loves to share misery, before I left that night I emailed her pictures of the rolled van and the Union fire. She'll think twice about leaving me in charge again!

Fast forward seven weeks: The first two floors of the Union (where most of the food service and retail stores/services are located) are almost ready to reopen. These will be open for the start of the spring semester in January and the remaining two upper floors will reopen next fall.

I was most impressed with the response of our FM team. Many stayed throughout the day and night to help with the first response and worked the entire first weekend to establish alternate locations for the dislocated services.

Oh yeah... we left CHP power issues unreconciled. The power outages were caused by a contractor excavating near the north substation. He did it twice... hit the telemetry cable on Thursday and the high voltage cable on Friday (yes, they were blue staked) but by that time we had the turbine back up so there were no additional impacts to the buildings.

Thinking back to my earlier misgivings about that day, I just wonder if I might have a touch of Celtic blood in my lineage... imagine, a French Canadian with Second Sight!

## University of Arizona

By Al Tarcola, Director, Facilities Management

### FM Green Campus Project List (Recent and Current)

1. Water-harvesting projects at AME, Visitor's Center, Tennis Courts
2. Use of reclaimed water for irrigation
3. Lighting retrofit project reduces lighting electrical consumption and building cooling load, as well as better light quality
4. Use of "cool coat" roofing to decrease building cooling load
5. Recycling program, paper, aluminum and metals products. 360 tons/year
6. Xeriscape landscaping
7. Irrigation scheduling system to reduce total and peak water use
8. Ice plant to reduce peak use of electricity
9. High delta-T in chilled water system to increase the efficiency and reducing green house gases using less electricity.
10. Conversion of flood-irrigated turf panels to sprinkler irrigation
11. Banning "once through" cooling with potable water
12. Over-sizing chilled water pipes - decreases surface to volume ratio, hence thermal loss, and provides for larger reservoir for greater system stability. Also lowers pumping costs by reducing pipe friction
13. Replacement of old boilers with more efficient and lower emissions boilers, including economizers
14. Automated boiler blow down controls
15. Waterless urinals
16. Increased utility metering to better account for campus energy and water use
17. Use of reverse osmosis to produce de-ionized water, reducing bulk storage of sulfuric acid and alkali at the steam plants
18. Elimination of gaseous chlorine use in water system and pools
19. Replacement of pesticides and herbicides with "greener" products
20. Use of organic fertilizer (manure) on campus where possible
21. Occupancy sensors in rooms to turn off lights and heating/cooling
22. "Primary only" configuration of Chilled water loop to decrease pumping costs
23. Freon replacement in chillers
24. 4/10 work week- approximately 50% of employees use less gas. Some occupy spaces that do not require lighting one day a week
25. Increasing the existing capacity of the Thermal Ice Storage system by 32%
26. Solar project installed on Visitor's Center
27. Currently furnishing and installing a high efficiency boiler resulting in less green house gases
28. Alumni building placed on University chill water system reducing the electrical consumption approximately 50% and green house gases
29. 2007 SUMMER schedule reduced the utilization of a number of building's classrooms, turned up the thermostats and reduced lighting and cooling. Fossil fuels reduced related to cooling via chilled water, resulting in a reduction of the use of electricity (cool, natural gas, fuels) 2008 Summer Goal, Eliminate Friday Classes

30. 92% of the 32,000 ton chiller fleet manufactured as highly efficient units related to the utilization of electricity
31. Replacing the inefficient Main Campus cooling towers (past their service life) and replacing them with new, more efficient units, saving energy costs for the plant as well as eliminating fossil fuels to make electricity
32. Assist students with rainwater capture for irrigation went to a direct primary pumping system at the plants, saving energy on pumping cost, reducing fossil fuels used to make electricity
33. Effective January 1, 2008, purchase only green products for custodial cleaning purposes
34. Where applicable, only purchase motors with variable frequency drives (VFD) to minimize electrical usage
35. Survey all exterior lighting for security and efficiency and purchase energy efficient lighting

## Colorado Report

Correspondent: Position Available!

### University of Colorado at Boulder

By John P. Morris, Director, Physical Plant

It seems that we cannot turn around these days without hearing about the impact our institutions have on the environment. Recently the Governor of Colorado issued an Executive Order for the Greening of State Government which has specific goals. This order charges State departments, agencies and offices to take a position of leadership in the new energy economy by reducing state energy consumption, increasing state use of renewable energy sources, increasing the energy efficiency and decreasing the environmental impact of the state vehicle fleet, implementing environmental purchasing standards and requiring attention to energy and environmental impacts of purchasing and materials decisions. These goals include:

#### For Energy Management

- By fiscal year 2011-2012, achieve at least a 20% reduction in energy consumption of state facilities below fiscal year 2005-2006 levels;
- By January of 2008 develop or update an energy management plan and ensure development of a study determining feasibility of energy performance contracting for all state owned facilities;
- On an ongoing basis, assess and implement where effective, the development of state renewable energy projects with the support of Governor's Energy Office.

#### For materials and resource management:

- By fiscal year 2008-2009, develop purchasing policies to reduce the state's environmental impact as a consumer of products and services;
- Adopt a goal of "zero waste" from construction of new buildings and operation and renovation of existing facilities;
- Achieve a paper use reduction goal of 20% by fiscal year 2011-2012 using fiscal year 2005-2006 as a baseline;
- Achieve a reduction of water consumption goal of 10% by fiscal year 2011- 2012, using fiscal year 2005-2006 as a baseline;
- Develop purchasing policies for selecting environmentally preferable products.

#### For vehicle petroleum consumption

- By June 30, 2012, achieve a 25% volumetric reduction in petroleum consumption by state vehicles measured against a fiscal year 2005-2006 baseline, while increasing energy effi-

ciency of the fleet (excluding vehicles used for law enforcement, emergency response, road maintenance, and highway construction).

- By December 1, 2007, complete a transportation efficiency audit addressing methods for improving the environmental efficiency of the state fleet.

The Governor also signed Senate Bill 07-051, which requires state agencies or departments that control the substantial renovation, design, or construction of a state-assisted facility of 5,000 or more square feet and receives at least 25% of the project cost from a state agency or department, to register with the U.S. Green Building Council declaring the agency's or department's intent and method to pursue a gold level LEED rating.

Additionally, the Chancellor signed the American College and University President's Climate Commitment (ACUPCC) which requires the University to:

- Establish an institutional structure to oversee the development and implementation of the schools program to comply with the ACUPCC.
- Completing an emissions inventory within a year;
- Within two years, establish a climate neutrality action plan and set a target date and interim milestones for becoming climate neutral;
- Take immediate steps to reduce greenhouse gas emissions by choosing from a list of tangible action options;
- Integrate sustainability into the curriculum and make it part of the educational experience; and
- Make the climate action plan, inventory and progress reports publicly available.

The University of Colorado was already ahead of some of these actions when in January 2003, the vice chancellors of the Boulder campus created a Campus Environmental Council. To help meet the goals stated in the Executive Order and to assist with implementation of the ACUPCC the University established the Chancellor's Committee on Energy, Environment and Sustainability (CCEES) along with the CU Carbon Neutrality Working Group.

As with many other institutions we have been aggressively addressing energy conservation, campus sustainability, and carbon emission reduction. These new goals add an additional challenge and will require additional resources, focus, ingenuity, and quite possibly networking so we do not all spend time inventing the same wheels. The CU Environmental Center has compiled information on what other institutions have been working on that may be useful to your units. This information is available at:

[http://ecenter.colorado.edu/greening\\_cu/cnwg/index.html](http://ecenter.colorado.edu/greening_cu/cnwg/index.html)

Other useful information can be found on the CU Environmental Center website:

[http://ecenter.colorado.edu/greening\\_cu/index.html](http://ecenter.colorado.edu/greening_cu/index.html)

Sustainability is listed as one of the top ten critical facilities issues in the 2007 Educational Facilities and the Impact of Technology, Expectations, and Competition document published by the APPA Thought Leaders Series. A short quote from this document says Libraries may seek to increase the use of electronic journals; business offices may implement paper recycling programs; and food services may try to offer more organically produced foods, but only facilities can really affect the institution's use of energy and water, its disposal

of waste, and its output of greenhouse gases. The pressure is unprecedented-no one has ever paid this much attention to facilities departments over such an extended period.

The pressure is on, so lets work together to make a significant impact on our campuses and the environment.

## Idaho Report

Correspondent: Anna Weskerna

### University of Idaho

By Joe Kline, Director, Utilities and Engineering Services

The University of Idaho, in collaboration with McKinstry Es-sention Inc., has completed an extensive and holistic study focused on identifying campus wide opportunities for reducing energy consumption and increasing efficiency of campus systems and buildings. A key component of the approach and proposed solutions has been to identify opportunities for advancing our efforts towards developing and maintaining a sustainable, carbon-neutral campus. The University of Idaho was one of the first higher education institutions to sign on to the American College & University Presidents Climate Commitment, which seeks to promote climate neutrality. At the recent Green Build forum, Former President Clinton highlighted several higher education institutions, including the University of Idaho, lauding our commitment to reducing our environmental impacts.

McKinstry assisted us in identifying and prioritizing a multi-phase project totaling roughly \$35,000,000. Phase 1 of the project, with a total value of \$12,000,000 is focused on building-specific improvements, while the future phases of work will be focused on campus system improvements. The Phase 1 project includes lighting, controls, and HVAC upgrades in 63 buildings within the core of the University of Idaho campus. Future phases will include Central Chilled Water system improvements, including a new 2 million gallon Chilled Water Thermal Storage Tank, and campus Chilled Water Infrastructure improvements, Biomass Steam Boiler system Fuel Storage and Drying measures, and campus Steam and Chilled Water Infrastructure improvements.

The Phase 1 Project is projected to produce nearly \$900K annually in utility cost avoided savings from the combination of Lighting, Controls, and HVAC measures. Projected rebate incentives available from our local utility provider, Avista, for this project based on the total kWh energy savings are estimated at over \$1.2M. In addition to energy savings, greenhouse gas emission reductions are estimated to be 12.2 thousand tons of carbon saved annually as a result of the first phase of the project.

## Montana Report

Correspondent: Jonathan Ford

### Montana State University at Bozeman

By Jonathan Ford, Manager, Environmental Services

A few years ago, a consultant was invited onto the MSU-Bozeman campus to examine our business practices in Administration and Finance. As always, the hope was that the information from the consultant's analysis would help us become more effective and efficient.

One of the beneficial, introspective questions raised by the consultant was: why does MSU-Bozeman have a United

States Postal Service contract station located on campus? In their final report, Pappas Consulting Group, Inc. made the statement, "It is questionable whether the University should be allocating resources to provide U.S. Postal Services for the community-at-large." In MSU's case, the "community-at-large" is comprised primarily of University administrators, faculty, staff and students (including a large population of international students). For this sizable community, the existence of the Contract Station provides the convenience of having a full-service postal operation and its resources with which to conduct personal shipping and mailing activities without leaving campus.

While the general public does use the contract station's service, it is very difficult to separate and quantify this type of business from non-departmental, MSU-affiliated activity. Our Mail Services staff who service the window estimate that the number of transactions from general public walk-ins from off campus is relatively small. Assuming that is indeed the case, the answer to the consultant's question becomes simply a matter of determining any costs MSU incurs as a result of having a contract station on campus and weighing that investment against the value the campus receives.

MSU-Bozeman's Mail Services is comprised of three subsections: Central Mail (state-funded), Bulk Mail (self-supporting) and the University Post Office. The University Post Office is funded by federal contract with the USPS. The question that needed to be answered was: is it fully funded? The following gives a brief description of each section.

- Central Mail handles all the sorting and delivery of incoming, outgoing and intra-campus mail. For outbound departmental mail, individual departments are billed for postage via electronic monthly invoicing.

- Bulk Mail is a fee-based operation that processes large mailings. For the most part, except for occasional staff back-filling from the other sections during absences or during very large, logistically difficult jobs, it is a function that is apart from the others. For these reasons it was essentially left out of the discussion.

- University Post Office, a USPS Contract Postal Unit or CPU, provides all services offered at any of the USPS stations. These include the cash and electronic sale of postage stamps, various types of envelopes, boxes and packing materials; the weighing and measuring of envelopes, flats and parcels; and the determination or metering of postage costs for all classes of letters and parcels, which, in the case of international mail, can be quite complex. Special postage and delivery service options are also marketed such as Express, Registered, Insured and Certified mail; Return Receipt; Certificate of Mailing; and Delivery/Signature Confirmation services. There are also 360 official USPS Post Office Boxes for rent on site.

With a small staff of 10.77 FTE, it is natural that all three of these Mail Services functions are quite intertwined, with staff crossing over between sections to cover each other as necessary along with some practical equipment and space sharing. This added to the complexity of isolating the costs of the CPU from Central Mail. The size of the Central Mail operation also affords the CPU access to an economy of scale in labor that is not generally available to other contract stations out in the Bozeman community.

First we tried to identify any benefits of having a contract station on campus. These listed out like this:

- Convenience. The contract station provides a convenient, on-campus, "one-stop" location where MSU faculty, staff

and students can get assistance with all their personal mailing needs like determining postage, affixing stamps, having mailing questions answered, all via a customer service window just like any other US Post Office.

- Federal P.O. Boxes. 360 P.O. boxes are made available for rent. This aids incoming faculty, staff and students while they get established in the area, and many keep boxes throughout their association with MSU. The convenience of an on-campus location is significant. 7 day/week, 15 hour per day mail deposit/pick-up access is maintained.

- Student Service. The students, many of whom may not own a vehicle, benefit from the convenience of an on-campus location when they need to mail books, stereos, clothes, and other personal items home. An off-campus location would pose much more of a problem.

- Expert Staff. Mail Services staff benefit from all the required training for a contract USPS station, and this benefit is passed on to the campus community. The close relationship with the U.S. Post Office allows for constant communication on the ever-changing postal regulations. This expertise is also valuable in the other areas of the operation, providing informed, up-to-date postal options, fees and regulations to the campus at large. The enhanced relationship with the main Post Office helps with coordinating bulk mailings, and the MSU branch is kept informed and up-to-date.

- International Student and Faculty Support. The Contract Station allows for competent assistance and considerable expertise for mail issues posed by the unique needs of MSU's significant population of international students, faculty and staff. The Bozeman Post Office often relies on the experience MSU Contract Station personnel have gained from constantly having to deal with the complexities of international mail. Our MSU foreign student population is better served by an on-campus CPU than they would be by the downtown Post Office alone.

Then, we tried to identify any extra energy and resources expended through having the Federal contract:

- Accounting. A marginal amount of additional accounting beyond what is done for departmental postage is required for all Federal business transactions, along with daily reconciliation deadlines and reports.

- Federal Audits. Regular federal audits take place requiring some preparation and time.

- Federal Inspections. Inspections of the premises take place at regular intervals, requiring a certain amount of preparation and accommodation.

- Window Service. Service to walk-in clients not associated with MSU is required, and as stated previously, are a relatively small number of transactions. We would still have to have window service without the CPU.

- Contract Renewal Applications. Contract renewal applications are necessary every two years. It can be difficult to get contract amounts adjusted for inflation, wage increases and operational cost increases since applications are evaluated on the basis of real revenue numbers based on transaction volume. If those remain static, so tends the contract amount.

Finally, we did a thought experiment (Einstein liked doing those) in which we imagined the minimum amount of mail service we could legitimately offer the campus and still have things work.

What would be the minimum practical level of service required for a viable Central Mail operation? Obviously, we couldn't have each department running downtown for each of their mail transactions, or have the ridiculous extra expense of multiple postal meters in each department requiring oversight and accounting. We would still have to pick up and deliver intra-campus mail. A certain amount of centralized service is essential to be efficient.

However, we could eliminate University Post Office functions, which is extraneous and the service is available elsewhere, although at far less convenience. The bare-bones scenario, sans the CPU, would consist of:

- Sorting incoming and outgoing mail.
- Mail delivery to buildings.
- Mail pickup from buildings.
- Presorting large mailings for delivery to USPS to save costs.
- Getting outgoing mail into the now-off-campus USPS system.
- Metering and assigning postage for departments.

In our thought experiment, providing just these basic functions allowed the elimination of only one FTE. In other words, we had to field a crew that was only one short of our current staffing levels whether we had the USPS services or not. If that one FTE's cost was covered by the federal money provided MSU in the contract, then there was essentially no bleeding of resources "to the community at large".

As it turned out, at the current contract funding level, there is no budgetary effect on MSU as any service is provided for the personal mail business of faculty, staff, students or even the general public.

In the future, federal funding levels might not be so comfortable. However, it is certain that even if all expenses were not covered by federal monies entirely, the University would likely tolerate some nominal budgetary bleeding to retain the convenience of having an on-campus, full-service Post Office.

In summary, it is not wise to embrace a USPS contract station without knowing all the costs in detail. CPU's do not generate money for the institution, although their placement next to revenue generators such as Student Unions, University bookstores and other vending operations might increase walk-in business for those entities. A CPU's primary redeeming quality is convenience for the campus community, along with more rigorous ongoing training for the staff.

Once the contract is established through negotiation, it can be exceedingly difficult to get the amount increased over time, so the contract amount should cover all the expense details to the greatest degree possible right from the outset. All contracts are not equal; they vary from institution to institution depending on how the initial negotiations sort out. A strong start is always the best, with relentless ongoing requests for additional funding at two year intervals (the minimum interval USPS will allow) to cover rising costs.

## New Mexico Report

Correspondent: Harvey Chace

## University of New Mexico

### RMA Educational Forum a "Sky High" Success

By Mary Vosevich, Director, Physical Plant

This past October was the place to be when New Mexico hosted the joint RMA-PCAPPA annual meeting. What a treat it

was to host this year's conference with our colleagues to the west, PCAPPA. It was quite an event as over five hundred attendees, including sixty-plus business partners, came together to share our knowledge and expertise. We were honored to have in attendance, current APPA President, Alan Bigger, past APPA President, Christopher Ahoy, and APPA Executive Vice President Lander Medlin. We were fortunate to hold the meeting while the International Balloon Fiesta was taking place in Albuquerque. And as is typical for any APPA affiliated event, we were all up at the crack of dawn the first day to play golf or go to the balloon fiesta (oops sorry, I think those ballooners got up while it was still dark!).

Our conference theme, Sustaining a Balanced Mission, was very timely as we are all challenged with operating our respective facilities in a more efficient manner. For many this means energy conservation, but it is important to note that sustainability truly transcends all operations. It is about good human resources, good business practices, good customer relations, being accountable, and in short, doing the right thing. I think that if we all look around our organizations there are opportunities galore to function in a more sustainable manner. To that end, I think our speakers and topics were right on point. The challenge now is to use the information that was presented and share it with our colleagues throughout our region.

We were honored to have as our keynote speakers each morning, Cecy Kuruvilla and Edward Mazria. Ms. Kuruvilla, Sodexo's Higher-Education Market Senior Director of Diversity, discussed this international mega-firm's "diversity journey". Her presentation drove home the important message that organizational success depends on recognition of, and accommodation of cultural differences that are generational as well as ethically based. Most of us learned that we were traditionalists-in-boomer-clothing, exhibiting some Gen X and Y behaviors. Our second Keynote, Ed Mazria, Principal of Mazria and Associates Architectural consultants delivered his, now internationally acclaimed, presentation on Global Warming. Ed drew great applause for his riveting, non-political assessment. Few APPA audiences have been so deeply moved by a scientific and sociological review of the sustainability challenge we are facing. The follow-up Q&A session retired to an adjacent seminar room where Dr. Mazria fielded delegate questions for an additional two hours.

The Educational Sessions that followed the keynote addresses were equally provocative and informative. We rallied PCAPPA's and RMA's most dynamic thought-leaders and innovators to deliver cutting edge presentations that mirrored the conference theme - Sustaining a Balanced Mission. Delegates had access to a balance of presentations from nationally recognized authorities on physical plant staff development, resource management, and sustainability. Delegates uniformly reported great satisfaction with the broad array of high-value seminars. Most popular were sessions on early campus successes in advancing sustainability programs, new approaches to strategic asset management, and case studies that linked academic success to facility condition. Congratulations to those who designed an education program that successfully competed with the "Land of Enchantment's" many attractions and distractions.

Boredom was not an option at this year's joint RMA-PCAPPA conference. In addition to outstanding Educational Sessions, our Opening Social and Closing Banquet Dinner

at the Hotel Albuquerque located in historic Old Town, along with our New Mexican Fiesta Themed Dinner at the beautiful Sandia Resort and Casino, a variety of special events and activities were offered. Delegates were treated to excursions to the 2007 International Balloon Fiesta which included the Dawn Patrol and Special Shapes Rodeo, the Glowdeo and Fireworks Show, and the always exciting Saturday morning Mass Ascension of over 700 hot air balloons. New Mexico's incredible fall weather provided for a great day of golf for those playing in our conference golf tournament which was held at UNM's nationally recognized Championship Golf Course. For those wishing to experience our southwestern culture, a day trip to Santa Fe, or shopping in Old Town Albuquerque, was just the ticket. In addition, conference attendees could choose an afternoon of New Mexico wine tasting at the beautiful Casa Rodeña Winery, take on an adventurous day trip to the Albuquerque Biological Park and Rio Grande Zoo, or spend the afternoon touring the University of New Mexico Campus, renowned for its pueblo-style architecture and high desert campus arboretum. In keeping with our New Mexico heritage, conference entertainment provided by Mariachi Nuevo Sonido, UNM's Alma Flamenca, and The New Mexican Marimba Band was enjoyed by all.

RMA is a very special region of APPA; we have majestic mountains, we have stunning desert landscapes, we are an international organization with two of our members holding international offices in APPA, we have emeritus members that continue their involvement and dedication to our profession, but most importantly we have outstanding membership.

#### **Veteran's Day Observance**

By UNM Physical Plant Staff

The Physical Plant Department held it's annual Veterans Day celebration honoring PPD staff, and their families and friends who have served in the armed forces, and in memory of those who have served and are no longer with us.

The UNM Army ROTC Color Guard conducted a flag-raising ceremony, under the direction of Associate Director Harvey Chace, retired USAF Colonel. After the flag-raising, U.S. Army Lieutenant (retired) Robert Garman read aloud the names of servicemen and women from New Mexico lost in the conflicts in Afghanistan and Iraq. Their sacrifice was commemorated by Sergeant Justin Trujillo who answered "Absent Sir" after each name was read. Taps was sounded by U.S. Army reserve bugler and Physical Plant employee, Gene Shanklin.

#### **Physical Plant Conducts Night Safety Walk**

By UNM Physical Plant Staff

UNM's Physical Plant Department celebrated Halloween late this year. Goblins and trolls disguised as Plant and UNM Safety Office staffers descended on the campus on the evening of November 8th to search out the darkest reaches of Lobo Land. Armed with maps, flashlights and their dreaded bloody red marker pens, the horrible band of 20 inquisitors haunted every campus building and walkway in search of inoperative lights, tripping hazards, and blind spots.

Of course the real purpose of the Physical Plant after-hours rally was to evaluate campus pedestrian safety as the retreat from Daylight Savings Time made 5 pm darkness a new reality.

Director of the Physical Plant and Inspection Team Leader Mary Vosevich noted, "You only have to walk the Cornell and Yale Malls in the evening to realize what a busy night-time campus we have. The Annual Night Safety Walk and the in-



spection team's marked up maps give our maintenance shops some valuable feedback. It keeps us on our toes."

In the succeeding weeks Plant Maintenance personnel will be on their toes, on extension ladders, and in high-reach bucket trucks repairing circuits, replacing bulbs, and adjusting timers to clear all the red ink from the latest inspection report. "It's an annual ritual for the Physical Plant Staff, sort of our version of Halloween" noted Vosevich. "The trick is to find hazards before our customers do, the treat is a safer night-time campus."

## Utah Report

Correspondent: Brian Nielson

### University of Utah

#### Do the Math

By Brian Nielson, Assoc Director, Buildings and Grounds

How much water do you have guaranteed for landscape irrigation this coming summer? It seems only a few short years ago we were being asked by our administrations, why we had dry spots and what it would take to get them greened up. Wow, have times changed! Now were asked, why we have water running down the gutters, does the grass have to be so green, and of course, why it takes so long to make our campuses drought tolerant.

Watching the news and observing water forecasts and predictions for the coming year, I started to do the math. To date we are 22% of normal for our area indicating we could be in serious trouble. I learned on average that buildings consume about 12% of our potable water supply, leaving 78% for our outside pleasures. Simply translated if things continue we would only have 10% of the water we are accustomed to for outside irrigation. This may be somewhat over simplified, but if the mountain snows do not come the pressure to maintain our landscapes will be high.

Here at the University of Utah we have been converting landscapes with every opportunity that presents itself. We have asked for and have received supplemental funding to convert landscapes to drought tolerant, cutting back our water consumption. Our biggest investment will be a central computer and monitoring system that will give us up-to-date scheduling and operation including flow sensing and demand. With a campus of 850 acres this has taken a lot of time and effort by a great staff. Even though we have been able to cutback our water usage by about 18% we have a long way to go to meet the shortfall. With the implementation of our new system we hope to attain savings that will approach 40%.

On our campus we normally can expect Mother Nature to deliver about 18 inches of water to fall in a given water year. To date we should be around 8 inches and the actual is only 1.2 inches. This puts a lot of pressure on us to become sustainable with what is receive during the water year cycle. Long range planning has us looking at collection points on campus to collect all of our run-off for re-use back into the campus infrastructure.

I realize I have taken some liberties with the math but with trends and growth we will need to be innovative and very creative with our stewardships in Facility Management.

I would like to pass on my congratulations and thanks to New Mexico for hosting a suburb Rocky Mountain and Pa-

cific Coast Conference in Albuquerque. Everything was wonderful and Mary and her staff should be very proud of the conference presentation.

### Webber State University

By Kevin Hansen, Assistant VP, Facilities Management

It is not too soon to start planning for RMA 2008, the annual Educational Forum. The event will be held at The Canyons resort in Park City, Utah from Sunday, September 28th through Wednesday, Oct 1, 2008. Accommodations can already be booked at The Canyons resort by calling 1-435-615-8040 and ask for the special rate for RMA 2008. There is a wide variety of room accommodations available, to meet any lifestyle or budget, with a price range from \$89 to \$239 per night. The planning committee is busily engaged in getting all of the detailed planning completed to make this a spectacular event. Every college and university in Utah that is a member of RMA is assisting in some way to make this Forum one of value and interest.

Some of the events that are already planned include a visit to the Utah Olympic Park, site of the 2002 Winter Olympics and the opportunity to take a bobsled ride down the Olympic course. A progressive dinner at the Olympic museum, followed by a terrific aerial show by gifted skiers, many of whom are Olympic athletes or in training for the Olympics, is also planned for one or our evening events.

For those less adventurous, there is the opportunity to explore the Wasatch Mountains via a steam locomotive driven train or golf on a world class mountain course. For companions while the RMA members are attending seminars, there will be shopping and museum tours in both Park City and Salt Lake City, as well as a great excursion to Thanksgiving Point, a unique destination just south of Salt Lake City.

The seminars for RMA 2008 attendees are still being developed around the theme of "Achieving Excellence". We have already firmed up presentations on landscape management, performance analysis, and what we can learn from Mickey Mouse. A great presentation on becoming "The Best You" is also on the agenda. The proposed keynote speaker has not yet been able to commit to the Forum, but should be firmed up early in the new year. All in all, the educational value is being developed to provide each attendee a rewarding experience that will encourage a new level of excellence at every institution in the RMA area. Come and join the fun!

### Editor's Corner

Quite a lot of material was presented for this issue, the most since my inaugural edition. What a very nice holiday present for your Grinchy old editor!

Congratulations and thanks to the University of New Mexico team for hosting such a fine conference. Given the complexity of hosting two regions and the number of attendees, it speaks quite well of the committee that everything went off with such apparent ease. Well Done!

This is my favorite time of year. People seem so cheerful and kind, more eager to help others. No matter what your beliefs I hope that you embrace this joyous season. I wish all of you a Happy Holiday and safe prosperous New Year!

Until next time, I remain...

Your Normally Agreeable Gazetteer - JM

**Joseph A. Metzger, Editor**  
**University Services**  
**Arizona State University**  
**P.O. Box 875112**  
**Tempe, AZ 85287-5112**



**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, Idaho, Montana, New Mexico, Utah, Wyoming and in Canada the Provinces of Alberta and Saskatchewan and the Northwest Territories.

### **REGIONAL OFFICERS 2007-2008**

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### **FUTURE MEETINGS**

2008 Annual Meeting	Park City, UT	Webber State University
2009 Annual Meeting	Tucson, AZ	University of Arizona