Rocky Mountain Views
Rocky Mountain Association of Higher Education Facilities Officers
Summer 2008

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APPA Educational Opportunities

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

September 29-October 1, 2008
RMA Conference 2008
The Canyons Resort
Park City, Utah

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

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

For a complete listing of training and educational opportunities, please go to APPA's web site (www.appa.org).

President's Message

Greetings everyone.

This is the time of year when all of us in facilities management take a deep breath and think about the school year that has just concluded. Many of you play an active role in preparing for commencement ceremonies at your respective institutions. In many ways this is a bittersweet time. We are sending those graduates on their way, and will be busy this summer preparing for the next class of undergraduates. For me it is the renewal of a college campus that makes our work so interesting and rewarding.

RMA is also busy preparing. The weekend of May 2 and 3 was the RMA Spring board meeting in Park City, Utah. Weber State University was our gracious host and gave us a taste of the annual meeting scheduled at the Canyons Resort. It is customary that the Spring board meeting is held at the same location as the fall meeting. Let me promise you that you will not be disappointed. Registration is open so make your plans now! Our preparing and planning at the meeting focused on the business of RMA. We selected our scholarship recipients, awarding 6 scholarships to the APPA Institute for Facilities Management and 2 scholarships to the APPA Leadership Academy. The applicants this year (as always) were excellent. Awardees will be contacted very soon. For those that were unsuccessful, I encourage you to keep trying. RMA and APPA pride themselves on the educational opportunities available and these programs are at the core of what we do.

Our discussions also centered on issues of membership, by-laws and the Supervisor's Toolkit training program. It is the goal of RMA to have a certified Supervisor Toolkit trainer in each state and province of RMA. The first step to achieving this is to attend the Toolkit training. RMA has allocated funding for one person to attend this program. More information will follow regarding this.

We also discussed the future. The first fifty plus years of RMA have been memorable, but going forward we need to decide what we want to be and where we want to go and then implement a plan. I have asked the board to think about long range planning – a strategic plan if you will, that will guide us in the years to come. I ask that if any of you are interested in participating in this process, please let me know. We hope to have a draft plan together for our summer business meeting in San Antonio. Until then keep doing what you are doing….making a difference in the lives of the young men and women that attend our institutions.

All the best,

Mary Vosevich
President

APPA Report

Correspondent: Jill Amstutz

APPA Forwards Environmental Sustainability with New Publications

April 11, 2008 – APPA, the association promoting leadership in educational facilities, recently published two books on environmental sustainability and green practices. This is a hot topic, as administrators on college and university campuses earnestly seek to reduce their campuses' carbon footprint and enhance environmental stewardship in effective and financially efficient ways.

The anthology, The Green Campus: Meeting the Challenge of Environmental Sustainability, explores the meaning of genuine environmental sustainability—in global and local terms—while profiling excellent campus environmental programs. Editor Walter Simpson—a 25-year veteran of green campus advocacy—includes essays from top campus environment leaders and advocates, addressing various opportunities for campus greening and offering guidance and inspiration to those who promote sustainability within institutions of higher education.

The second edition of the Environmental Compliance Assistance Guide for Colleges and Universities, updates the key environmental rules and regulations affecting the physical surroundings of educational institutions. Published in partnership with the Campus Safety Health and Environmental Management Association (CSHEMA), this comprehensive guide includes abstracts of 32 programs derived from eight environmental statutes that have been the focus of EPA inspections on college campuses in recent years. The guide also provides elements of an effective program for environmental management and compliance; a regulatory and campus programs matrix; and legislative/ regulatory program summaries for the Clean Air and Clean Water acts, CERCLA, EPCRA, FIFRA, RCRA, and more.

For more information and to order these publications visit www.appa.org/bookstore or call 703-684-1446.

As Campuses Crumble, Budgets Are Crunched

In the May 23, 2008 edition of The Chronicle for Higher Education, reporter Scott Carlson interviewed APPA members and experts on the backlog of deferred maintenance. The article includes a mention of APPA's book Buildings...The Gifts That Keep on Taking, which proposes an asset investment strategy to avoid deferred maintenance backlogs.

Deferred maintenance is often measured with a "facilities condition index", calculated by dividing the value of the backlog — or the past-due, immediate maintenance concerns — by the replacement value of buildings and systems. A 5-percent backlog is considered healthy, but 10 percent to 20 percent is more typical.

RMA News

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. Feel free to contact any RMA officer if you have any questions.

RMA 56th Annual Conference Registration Open

Registration is continuing for the 2008 RMA Annual Conference, September 29th thru October 1st in Park City Utah. Visit our website at www.weber.edu/FM for registration forms and details. Click on the RMA 2008 menu button on the left side of the screen. We look forward to seeing you there!

Arizona Report

Correspondent: Dave Brixen

Arizona State University

ASU Leads the Nation with Largest University Solar Installation

By Karen Leland, ASU Global Institute of Sustainability

Arizona State University (ASU) has awarded energy contracts to Honeywell Building Systems, Independent Energy Group and SolEquity to install two megawatts of solar electric modules on approximately 135,000 square feet of building rooftop space and some parking structures on its Tempe campus. With this investment ASU reaffirmed its commitment to renewable energy through what will be the largest deployment of solar power infrastructure by any U.S. university. The installation will begin in August 2008 with completion scheduled for December 2008.

The solar panels will meet up to 7% of the energy needs for ASU's Tempe campus. Two megawatts of electricity can run approximately 4,600 computers. There is no up front cost for this installation that will generate approximately $425,000 worth of energy and reduce ASU's carbon emissions by 2,825 tons per year as compared to traditional energy generation in the state of Arizona. The carbon reduction is equivalent to removing the annual emissions of 523 automobiles.

A study by ASU faculty and students in 2004 identified at least 330,000 square feet of roof space suitable for solar-based electricity generation on the Tempe campus alone. Due to the unprecedented expansion of new construction during the past few years, the roof space available for solar panels is now significantly larger. ASU's solar energy plan now calls for the installation of up to seven megawatts on the Tempe campus with additional installations on ASU's other campuses over the next several years.

"These large-scale solar installations demonstrate ASU's commitment to achieving carbon neutrality through on-site renewable energy generation coupled with extensive investment in energy efficiency and conservation" stated ASU President Michael Crow. "Long-term, ASU's integrated research programs and business practices seek to transition

energy markets away from fossil fuels toward advanced technologies that are economically competitive and environmentally benign." Crow serves as chairman of the American College and University Presidents Climate Commitment, an organization with nearly 600 signatories to date that is dedicated to carbon neutrality.

Under this new agreement, ASU contracts to purchase the power generated on its rooftops at a set price for fifteen years. The pricing takes advantage of federal and state tax credits as well as incentive payments provided by Arizona Public Service as authorized by the Arizona Corporation Commission's Renewable Energy Standard Portfolio.

"I congratulate Dr. Crow and ASU for establishing the university as the national solar leader. Two megawatts of new distributed solar energy will help diversify Arizona's energy system, clean our environment and accelerate the growth of a solar energy industry in the state. These are the same objectives sought by the Corporation Commission when it passed the Renewable Energy Portfolio Standard in 2006," said Commissioner Kris Mayes of the Arizona Corporation Commission.

Carol Campbell, ASU's executive vice president and chief financial officer commented that this deployment illustrates ASU's aggressive moves to adopt sustainable practices throughout the university's four campuses – including water and energy conservation, use of sustainable materials in all facilities, minimizing waste generation, and recycling.

"This investment decision together with the recent awards of six significant solar energy research and development grants from the U.S. Department of Energy confirm that ASU has become a recognized national leader in solar energy," states Jonathan Fink, director of ASU's Global Institute of Sustainability, the hub for the university's sustainability initiatives. "In addition, by requiring that the installations include the ability to collect, analyze, and display their performance data, the university is assuring that students, staff and the public at large will be able to track the amount of energy generated and used. As such, the system is a synergistic merging of research, economic development and education," added Fink.

This announcement follows the recent decision by Arizona Public Service to build the largest solar thermal plant in the country.

"For the Sun Devils to become sun users is a sound business decision," said APS Renewable Energy Manager, Barbara Lockwood. "Importantly, ASU's leadership will have an impact on other large Arizona institutions and businesses considering similar installations. The more renewable energy customers produce, the better APS can manage the extraordinary growth in energy usage throughout the state."

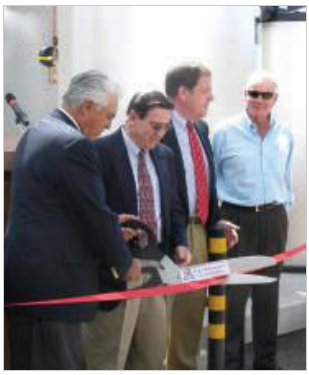
For the past 15 years, ASU has hosted the only photovoltaic testing laboratory in the U.S. "Arizona's industry, government, universities and the public are all waking up to the fact that we need to better utilize our abundant solar resources in as many ways as possible," said Fink.

ASU's Global Institute of Sustainability advances sustainability research, education, business practices, and the university's operations, with an emphasis on solutions that are relevant to an urbanizing world. Its School of Sustainability offers integrated degree programs that explore and advance practical solutions to environmental, economic, and social challenges. For more information, visit http://sustainability.asu.edu.

University of Arizona

UA Wins Award for Putting the Chill on Energy Consumption

by La Monica Everett-Haynes, University Communications



Facilities Management was recognized today with the Energy Efficiency Leader in Education Award for an innovative air conditioning system that uses ice to cool buildings across campus.

The University of Arizona's chilled water production and distribution system spends the evening and early morning hours freezing water that is then used to cool buildings across the main campus and at the Arizona Health Sciences Center. The system is part of the Thermal Ice Storage Project.

Instead of starting some chillers during the day to cool water for the air conditioning system, the system uses the ice as it melts to cool buildings. This helps lower emissions because the chillers, which are powered by electricity, are in use less often, and also lowers the amount of energy used during the most active parts of the day.

Freezing the water at night during off-peak hours, UA and industry officials say, also saves the University money because nighttime electricity is less expensive, said UA Facilities Management Director Al Tarcola.

Representatives from Trane Inc. recognized Facilities Management with the award before a crowd of University employees and contractors, engineers and manufacturers at the UA's Central Heating and Refrigeration Plant, 640 N. Mountain Ave.

It is the first time the company has given the award to a higher education institution.

"The UA is not just a teaching institution, it's a teaching facility," Jim Pape, Trane's vice president, said, speaking not only about the UA's conservation efforts but also about its devotion to educating others about the importance of sustainability.

Pape and others emphasized that organizations and institutions must not only pay attention to issues related to sustainability, but that they also make active changes where necessary.

"The mandates are clear to make sure that we do the right thing," Pape said.

Joel Valdez, the UA's senior vice president for business affairs, and Tarcola were primarily responsible for getting the system built.

"It takes a team," Valdez said, adding that "it also took the courage of the University administration, during a time of tight budgets, to do what we have to do to help save the future."

Colorado Report

Correspondent: George Stumpf

University of Colorado at Boulder

By John P. Morris, Director, Physical Plant

Facilities Management at the University of Colorado at Boulder (UCB) is working to improve its training program in order to enhance employee development and retention. For most employees we develop a 3-year training plan that is reviewed annually as part of the performance evaluation and submitted during the budget development period. Although the 3-year training plan focuses on job development skills, the process is intended to review career development desires as well.

We provide training to our custodians for basic computer skills and English as a second language (ESL), if necessary. The department works with the individual employees, as much as possible, to adjust work schedules to allow participation. We are also supporting attendance for individuals wishing to pursue their GED. We have identified a gap since the GED program requires proficiency in the English language at the 8th grade level, so we are looking at opportunities to provide more advanced training beyond the basic ESL classes.

We are developing a Maintenance Technician Program, with certification, in which employees can work, on their own time, under other skilled employees to learn a new trade. We focus primarily on skills within our Preventative Maintenance Shop so that other employees can have the opportunity to get in at the ground level of the Trades shops. Additionally, the Preventative Maintenance Shop provides an excellent opportunity for employees to gain Trades skills so they can advance into the Central Shops once positions become available.

Position job descriptions allow up to 25% of higher level duties so employees will develop skills during their normal workday. This gives the employee the opportunity to gain higher level skills and prepare them for advancement once higher level positions become available. We also utilize the State Classified Labor Trades Craft (LTC) Trainee classifications to encourage in-house promotional opportunities.

The department Safety Team coordinates annual training programs such as confined space, asbestos awareness, back safety, trip and fall safety, "Down the Drain" training, blood borne pathogens, winter protection and summer protection training, along with a variety of other programs..

The University provides numerous programs annually through the Human Resources Organizational and Employee Development (OED) division. The OED provides programs such as Fundamentals of Supervision; CU101 that assists with issues such as the accounting system, procurement rules, judicial affairs and other campus systems; and the University Perspectives Program. The purpose of the University Perspective program is to retain and continuously develop campus staff from all levels of the organization by:

- Supporting CU-Boulder's building community initiative and providing peer networks
- Increasing staff awareness of the unique role each campus within the university system in meeting the higher education needs of the state
- Engaging staff in discussions with various key officials to learn and understand the university's interactions with the legislature, the Board of Regents, and the community.

The program's objective is to expand staff knowledge beyond their individual department and campus and provide a broader understanding of the University of Colorado system. To achieve this goal, participants explore the unique role and mission of each of the three campuses and each campus's distinct role in meeting the higher education needs of the State of Colorado and its people.
Employees are also eligible to take up to 6 credits of courses through the University general catalog each academic year at no charge.

Finally, we are big supporters of the APPA Institute and Professional Leadership Academy and have a number of graduates and current attendees.

University of Colorado Denver

Correspondent's note: The University of Colorado Denver, formerly known as the University of Colorado at Denver and Health Sciences Center, has officially changed its name and continues to work on a new logo as well - George.

Facilities Operations Internship Program

By Scott Frank, Facilities Operations Training Manager

Facilities Operations Department has initiated an internship program for the mechanical trades division, partnering with surrounding technical schools. This provides internships for qualified students in mechanical, electrical, plumbing, and other trade disciplines.

The concept is to provide real-world working situations for students while evaluating student's ability and potential for future employment in the department, with a focus on women and minorities. The schools select their best students for this program, and the student's then interview for the position, similar to our normal hiring process. Once selected, they are matched with mentors from the department to guide them through their work assignments and throughout their internship.

Another relationship is also developed with the schools, in which the department provides feedback on each intern, advising them of the intern's progress, while assuring that the interns are maintaining their grades. While this seems to focus entirely on a benefit for the students, the mentors, who have gone through a rigorous evaluation to be accepted as a mentor, are extremely excited about the opportunity to work with students. This has actually benefited the department in boosting moral.

Graduates of the program are considered for available positions within the department. While these individuals are some of the best and the brightest of their class, they also come from underserved groups of the population, such as women in minorities, who typically do not enter the maintenance trades.

Participating schools in this program include Pickens Technical College, Redstone College, and the Colorado Film School at Lowery. Scott Frank, Facilities Operations manager of training and certification, has been developing this program for the past year, and has brought this from an idea to reality.

Idaho Report

Correspondent: Anna Weskerna

Idaho State University

ISU Rendezvous Center Wins Award
By Anna Weskerna, Management Assistant

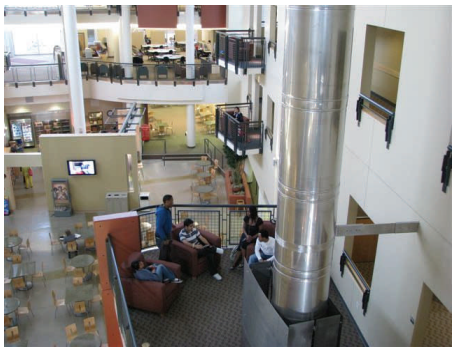
Idaho State University's Rendezvous Complex is one of six campus buildings nation-wide that have received a Facility Design for Community Building Award from the Association of College Unions International.

ACUI recognizes excellence in design of college unions as well as other student-centered campus buildings.

Entries were judged not only on the basis of the facilities' appearances, but also on the process that was used to arrive at the design and how the new or renovated facility affected the campus.

The Rendezvous Complex was designed by MHTN Architects, based in Salt Lake City, and opened last fall. Located in the center between upper and lower campus, the 255,000 gsf building is appropriately named as it brought together a diverse group of campus departments, which included the academic affairs, campus housing, and the Idaho State University Student Unions.

Many spaces in the Center were created to serve multiple purposes, such as the planetarium which can be a lecture hall or a movie theater. Meeting and conference rooms open to a five-story atrium plaza to allow for larger events.



The building also provides food services, faculty senate offices, a math laboratory, the future home of the Center for Teaching and Learning, and an art gallery. Fifty academic classrooms are included in the building, providing many options for students, faculty, and staff.

A major feature of the complex is its 72 student apartments with capacity for 300 students.

It also includes a drop-in computer lab on the second level, a Spirit Shop for ISU memorabilia and a convenience store on the main level.

Cheryl Hanson, architect for the Facilities Services Department, commented, "We're very pleased the Rendezvous Complex received this award. The multi-use complex is really unique as a building type on a university campus."

If you would like further information on the complex or the award, contact Architect Cheryl Hanson at hanscher@isu.edu.

University of Idaho

Single Stream Recycling Starts at the University of Idaho
By Charles Zillinger, Director Landscape & Exterior Services

As much as we all might dislike sales pitches by vendors, we continue to listen to them in the hopes that occasionally we might find a nugget of opportunity amidst all of the sales dross we are subjected to. A few months back, SP Recycling Corporation (of Tacoma, Washington) made a visit to the Palouse region to meet with a cross section of the Recycling and Solid Waste community. Possibly, some of you have already heard about Single Stream Recycling or are already doing it, but it was an untried concept for us. We were intrigued by the potential to increase the amount of solid waste that is deferred from the landfill, decrease our labor costs on campus, and lower our solid waste bill.

In single stream recycling, there is only one receptacle for recycled materials. In theory, this will be so much simpler for people to recycle that the amount of waste recycled increases, reducing the waste going to the landfill. SP Recycling advised that a wide variety of recyclables could all be placed into their recycling stream, and that everything else should be treated as solid waste and tossed. They pay $50/ton for the material, and it would also save us shipping and disposal costs at the landfill, which is where we hoped the real savings would be. SP Recycling then ships the material to Tacoma, Washington, for sorting and processing.

The three primary items that are not accepted for recycling are plastic bags of any kind, because these gum up the sorting machinery, Styrofoam objects, and glass items because they have no value and are too costly to transport. Glass is also very hard on the sorting machinery. The University doesn't not currently recycle plastic bags or Styrofoam, so the only items shifted out of our current recycling stream was glass.

The University coordinated with Moscow Recycling, our area recycling program leaders, and decided to start a pilot program within the Family Housing complex on campus. The reasons for this were twofold:

1. We theorized that getting this group to lump recycling items together would be easier to accomplish

2. The dumpster-well enclosures were large enough to accommodate two dumpsters, with no additional infrastructure costs needing to be invested.

Family Housing and Sustainability staff established a single stream recycling advertising and education campaign for the residents. The team conducted several community open forum events to advise the residents of the new program. Facilities Services created signs and coordinated with the local sanitation provider, Latah Sanitation Inc., to provide two different kinds of dumpsters, so that they were easily discernible between trash and recycled products. The program began on March 15th when we placed seven 6-yard green recycling dumpsters adjacent to their brown solid waste counterparts.

The City of Moscow Recycling Program took over the collection of these dumpsters, at no charge, in order to track costs and see if this program might be feasible to implement on a city-wide basis in the future. Recyclables are picked up every 10 or 11 days. Moscow Recycling has the only recycling baler in town, and they will use it to ready the University recycled goods and arrange shipping with SP Recycling once enough bales accumulate.

During the short period of operations, we have been getting between 600-1000 pounds of recycled goods per week from the Single Stream dumpsters. Contamination is an issue, as many people continue to treat both dumpsters as solid waste containers. Other common nuisances include boxes which are not broken down. We continue to hope that with further education, the Family Housing residents will "catch on" to what is expected of them, and provide a much cleaner recycling product over time for SP Recycling.

We adjusted collection schedules of the solid waste dumpsters to reduce Family Housing costs, as well as push the residents to recycle even more items into the Single Stream dumpsters. We will continue this pilot program for a year in this area, and then analyze results before considering wider implementation of the program.

At this time, we are hopeful that we might be able to expand Single Stream Recycling into other University & Greek residence units, as the kind of recycling that these areas do seems to be the most compatible with SP Recycling's goals. As we can gain a new avenue for recycling in an area on campus were recycling has been notoriously weak in the past, this may be a great tool for us to use to expand our recycling horizons.

If any questions or you would like further information, please contact the University of Idaho at (208) 885-6246 or email charlesz@uidaho.edu.

Montana Report

Correspondent: Jonathan Ford

Montana State University at Bozeman

Montana Weather and another Construction Season
By Jonathan Ford, Manager, Environmental Services

In Montana, the construction season is a bit frantic for those of us who are trying to take advantage of a short summer window of good construction weather and fewer students on campus. Typically, our efforts are hampered by a prolonged wintery spring. In Bozeman, the greatest amount of precipitation for the year comes in May and June. In addition, we are going up against the trend of increasing summer academic activity. A full return of the students occurs in what feels like a very early late August.

This year in Bozeman, the weather has been colder and wetter than it has been in a long time. As of May 27, we have received 4.04 inches of precipitation (about half of it as snow) for the month already and we have a week of showery weather left. Average precipitation is 2.86 for May. Forecasts show showery, cool weather for the rest of the month and as far out as the short term forecast can see. This tends to impose more than a few weather delays on our construction schedule--set-backs we can ill-afford.

MSU has central campus street circulation patterned roughly after a square with each side about four blocks long. With such a limited amount of vehicular access, that which is available gets heavily used by all parties. During the summer, various contractors and their equipment are added to the mix. They use these streets as general access and haul roads to communicate between their staging areas and their construction sites. As everyone has seen, they can sling a lot of mud along those thoroughfares while they are going about their business.

This summer, MSU is finishing up with a few capital projects: the $23 million Chemistry Building, the $15 million Fitness Center, the $13 million Strand Union Addition and Renovation, and the $5 million Black Box Theater. These projects have left more open, muddy ground surrounding the buildings than anyone can remember. It has been too wet to go in and finish-grade the areas, let alone seed or sod the ground, and the mud migrates into the new facilities in significant amounts. If it would just stop raining….

New projects for this summer season include the start of the new $16 million Animal Bioscience Building, the $32 million Gaines Lecture Hall and general Building Renovation, the $8 million Cooley Lab Renovation, the $1 million Stadium Field Replacement and Bobcat Plaza, $2.5 million Leon Johnson Hall (an eight story building) North Side Masonry Replacement, and two landscaping projects right across the street from each other: a $350,000 relining and re-engineering of our Duck Pond, a central landscape feature of great importance and heavy use, and the Howard Hall (music building) marquis-style programmable lighted sign and landscape.

All of these projects heavily use our small square of road access because almost all of them are centrally located. Now, to make this scenario a little more interesting: in conjunction with all of the mentioned (and unmentioned, too numerous to list) construction, we are completely tearing out and rebuilding one whole corner of our rectangle of roads, and chip-sealing the rest.

The final topping on this sundae of construction delight started four years ago, long before anyone saw this "perfect storm" of construction developing. A contract was signed with the Airstream Trailer club, the Wally Byam Caravan Club International. They are having their rally here starting around June 15 and running through July 7, when thousands of silver trailers will park on acres of parking lots and intramural fields, with their towing vehicles constantly shuttling in and out of campus to the stores and malls, etc. The Stadium Field Replacement project, on a very short schedule already in order to be ready for the first game and allow a some team practice time to get used to the new surface, will have to shut down right in the middle of the installation to keep from disturbing the WBCCI activities (including sleep), which are based at, you guessed it, the stadium. To us folks in the maintenance and construction business, equipment back-up beepers are music to our ears, but not so with others.

So we are all watching with keen interest and anticipation to see how all this goes down this summer. Hopefully we won't have a gully-washer thunderstorm that fills the stadium field excavation and turns it into a lake, and with a little luck, the

ducks will return to their disrupted pond and continue to delight all the little kids.

Utah Report

Correspondent: Brian Nielson

University of Utah

Computerized Maintenance Management System (CMMS) Implementation Summary
By Perry H. Hull

Four short weeks remain before we go-live on June 30 with our new CMMS system, FacilityMAX. Our first day using that system will have required nearly two years of constant effort, by many talented individuals. As the Project Manager I've learned a lot about leading a project of this scope and complexity. Above all else, long-term dedication and commitment to the goal is required by many throughout our department.

The project began in September 2006 when we set out to replace our existing home-grown software, in existence since the mid 1980's. This software served us well for many years, but could not be modified to keep pace with changing business process and technological requirements.

We created a detailed flowchart to document our existing business processes (which alone took three months to create), issued both a Request For Inquiry (RFI) and a Request For Proposal (RFP), evaluated responses to those requests, scheduled vendor demonstrations on campus, and scheduled site visits for our implementation team. Contract negotiations began in August with a signed contract two months later in October. Over one year after the start of the project, we had selected our software, but hadn't yet done any of the work to implement that software.

We first had to determine our FacilityMAX go-live date. Our fiscal year ends on June 30, and we agreed that the conversion to the new system had to occur at this time of year. This meant that we had just nine months before our go-live on June 30, 2008! We were more than halfway between the inception of the project and the go-live date, but we had the vast majority of work in front of us!

In retrospect, here are a few elements that are critical to a successful outcome:

1. Create a Project Sponsor. The project must have a sponsor, such as a Director, who can lead the project at a high level and clearly communicate to everyone the importance of this implementation to the mission of the department.
2. Create a Steering Committee. This is comprised of the Project Sponsor and other administrators, within and/ or outside of the department, who need to receive high -level updates on the progress of the project, and can assist with resolution of large issues that may arise.
3. Create an implementation team comprised of representatives from throughout the department. This provides them with an opportunity to be involved in the process and provide input, and spread the word throughout the department. We have a group of Supervisors who support and are excited about the project. We are not faced with a group of users resistant to the change.
4. Plan the project and manage the plan. The project involves many tasks, sub-tasks, and many of these are dependent upon each other. While some tasks are sequential, most must be completed concurrently, and the project can quickly become overwhelming and disorganized without a tool to simply manage the tasks, the dependencies, and timeline for completion. I used Microsoft Project for this and it worked well. Once the plan is created, it must be regularly reviewed and monitored. The times during this project when I've been most disorganized were when I've strayed from managing the project plan.
5. Involve current process owners in the implementation. Our current processes are completely centralized, with a select few individuals in our Central Services group interacting with the system. These individuals function as information gate-keepers who are the experts on existing business processes. They could have been resistant to relinquishing control of information, and re-implementing processes. Instead we have a group who has accepted responsibility for a successful implementation and has provided one-on-one training to supervisors and employees. Having support from this group is critical.
6. No backup plan. The project is filled with difficulties and challenges, some of which may seem to argue that we should defer this project to a later go-live date, but once the project of this magnitude gets started, there is a window of opportunity that will not easily exist again. The conversion to a new system will be difficult, but it will be much harder on people to get ready, then stop, and then restart later. When 500+ employees in our department have geared-up for this change, it's our job to figure out how to make it happen. The analogy I use is the campus commencement exercises; students, their families, faculty, administrators, etc… are all counting on this event to happen when scheduled, so everyone must simply do whatever it takes to be as ready as possible.

There were many other factors and decisions which have contributed to make this a success story. One in particular was the decision that no data from the current system would be migrated. Data migration is always time and cost intensive, and our current system tracks work orders in a logically different way than FacilityMAX, so we realized that with only nine months of available time before our go-live, we could not afford to devote the time or resources to data migration.

Finally, perhaps the biggest change we face is the switch from a paper-based and centralized data processing model, to one which puts the system in the hands of the supervisors and employees, and is much less paper intensive. All agree that this change is good and will improve our processes, but the greatest impact will be felt by the employees who will be using either a computer or a PDA, instead of paper work orders. This paradigm-shift is huge and the perspective and needs of the employees in the department must at least be acknowledged and taken into consideration.

Editor's Corner

Cornered again… and me being claustrophobic!

Until next time I remain…
Your **N**ormally **A**greeable **G**azetteer - JM

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Rocky Mountain Views
Rocky Mountain Association of Higher Education Facilities Officers

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

The ROCKY MOUNTAIN ASSOCIATION OF PHYSICAL PLANT ADMINSTRATORS 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

President	**Mary Vosevich**	University of New Mexico
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Information & Research Committee	**Greg Wiens**	Athabasca University
Professional Affairs Committee	**Dave Button**	University of Regina
Educational Programs Committee	**Shawna Rowley**	Weber State University

FUTURE MEETINGS

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