



Winter 2008

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APPA Educational Opportunities

SFO Summit
April 5-7, 2009
Grove Park Inn Resort
Asheville, North Carolina

Leadership Academy
& Supervisor's Toolkit
April 26-30, 2009
Marriott Harbor Beach Resort
Fort Lauderdale, Florida

EFP/CEFP Prep and Exam
May 1-2, 2009
Marriott Harbor Beach Resort
Fort Lauderdale, Florida

APPA 2009: Focus on Critical Flow
& Supervisor's Toolkit
July 8-10, 2009
Vancouver, Canada

EFP/CEFP Prep and Exam
July 11-12, 2009
Vancouver, Canada

Institute for Facilities Management
& Supervisor's Toolkit
September 6-10, 2009
Marriott Beach Hotel
Hilton Head, South Carolina

EFP/CEFP Prep and Exam
September 10-11, 2009
Marriott Beach Hotel
Hilton Head, South Carolina

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

President's Message

Where is the time going? It has been a couple of months since we had our annual meeting in Park City and I was privileged to become President of RMA. It has been a whirlwind since then. I am pleasantly surprised at how good the communications systems are in APPA and in RMA. With webcasts, virtual conferences, telephone conference calls, and other communications media we have a wealth of information at our disposal to help our associations advance. This is a critical time for our profession, and working together, using these wonderful communication tools, will only help us build an even stronger organization.

There is so much happening in the world that affects us in higher education, and particularly in facilities management. If most of you are like me, the economic downturn in the national economy is being felt in our budgets on campus. It is taxing us as facilities professionals to find new ways to reduce expenditures, to reduce staffing, and yet maintain quality standards of performance and facility care. That is no easy task. I do take heart that many of the seminars and information that was provided during our annual meeting is proving very useful in addressing the budget issues we are now addressing. I hope all of you are able to use the information that we share together to help you address these issues as well. We have also found the APPA publications to be a great source of inspiration and full of ideas in how to improve operations, efficiency, and effectiveness.

I do take heart in the educational programs offered in RMA and by APPA. Of course I am referring to the Supervisors Toolkit, the Academy and the Institute. I recently had the opportunity to attend the "Seven Habits of Highly Effective People" training, authored by Stephen Covey. One of the important elements of that training was the last one, to 'sharpen the saw'. In difficult times, it is easy to neglect training and 'sharpening the saw'. Yet, effective and timely training is one of the most effective ways to address budget and manpower shortfalls. If we can give our employees new skills or upgraded skills, it can help make up for budget or manpower shortfalls. With improved skills from effective training, we get enhanced productivity, efficiency, and work quality from our workforce. We work smarter, not necessarily harder. So, I encourage each of you to not neglect training despite the budget issues we may be facing.

Finally, I want to thank everyone who made the annual meeting in Park City a huge success. That includes everyone who attended, who helped plan and organize the events, and those who made presentations in the various seminars. And I must say a very special thanks to the many business partners who helped in so many ways, not the least financially, to assure that event was a success. The feedback we have received is that it was a success and everyone got real value by attending. Thank you all. And now we can all look forward to Tucson in the Fall of 2009!

Kevin P. Hansen
RMA President 2008-2009

APPA Report

New Virtual Membership Directory Now Available

APPA is proud to present its new 2008-09 Virtual Membership Directory to members on the APPA website at <http://www.appa.org/memdir.cfm>. Use your APPA user ID and password to access the directory. For your convenience, the link will also be in myAPPA under myMembership. Once you log into myAPPA, you will have access to the Virtual Membership Directory, which includes improved e-mail functionality, is fully searchable, will be updated regularly, and supports environmental sustainability.

Many thanks to the APPA Business Partner and Strategic Business Partner Members whose advertising and hyperlink upgrades provide the means to deliver this highly usable new Membership Directory for 08-09.

APPA Late Billing Option

APPA now offers a late billing option to better accommodate the needs of the membership. To utilize the late billing option and avoid the follow-up emails and phone calls to inquire about payment, contact Tom Base at tomappa.org@appa.org. Invoices will continue to be sent at the scheduled time unless this contact is initiated to establish an alternate billing month.

First EFP Credentials Granted by APPA

APPA is proud to announce the granting of the first ever Educational Facilities Professional (EFP) credential standard. See the whole story on the APPA website.

RMA News

14ers Club Update

There were five RMA members accepted into the 14ers Club at the RMA 2008 Annual Educational Forum. These charter members are Eakle Barfield (Montana State University – Billings), Harvey Chace (University of New Mexico), John Morris (University of Colorado at Boulder), Tommy Moss (Colorado State University), and Wayne White (retired – University of Utah). John Morris was elected as Lead Climber. Since then we have received one application from Craig Bohn (University of Utah) and our first Climbing Buddy – Paula Marshak (University of Regina).

If you are not familiar with this new RMA program, the purpose of the Fourteeners Club (a.k.a. 14ers Club) is to:

1. Promote a recognition program for individuals within RMA who aspire to greater heights.
2. Support RMA in its mission to “promote and develop the leadership capabilities of the higher education facilities management professional by providing timely opportunity for communications, partnerships, and education.”
3. Recruit and mentor others to prepare for and fulfill leadership roles at their own institutions, within RMA and within APPA International.

This recognition and mentorship program will only be successful if we have RMA membership participation. We have many qualified members who deserve recognition for their achievements and participation in RMA and APPA. These individuals have much to offer to those new to the

facilities management profession and those new to RMA and APPA. Becoming a mentor will allow you to share what you know, help others succeed and make some new friends. How is that for a win-win opportunity?

I recall when I first joined RMA that I felt a little isolated. There were many close friendships within RMA and as a new member I felt it was not easy being accepted. Some of that may have been my fault (its not easy being an introvert), but I did not know who to start working with to become part of this tight group. After many years however, I have become part of the RMA family of friends and have many close friendships. The 14ers Club can help new members become part of the RMA family of friends. Becoming a Climbing Buddy can link you to long time RMA members and help ease that transition from a lone outsider to a close insider.

When I decided I would like to start contributing to the organization I was a bit shy thinking I didn't know enough to be an effective contributor. The new administrative structure of RMA can help if you would like to become involved by allowing you to start out as a committee member. However, becoming a Climbing Buddy is another method to start understanding how RMA and APPA function. There are many long time RMA members who can help you get up to speed so that you too can become an effective contributor to our profession and our professional organization. As Alan Bigger, APPA Past President, and Lander Medlin, APPA Executive Vice President, both noted APPA is a volunteer organization and will only succeed if you get involved.

So, I encourage all RMA members to get involved with the 14ers Club. The 14ers Club has something to offer you, whether you have been involved with RMA for a long time or you are new to the organization. Applications are available on the RMA website or by contacting me at john.morris@colorado.edu

RMA 57th Annual Conference Registration Open

Registration is open for the 2009 RMA Annual Conference, September 19th thru September 23rd in Tucson, Arizona. Visit our website at <http://www.fm.arizona.edu/rma2009> (or link to the conference web site from the RMAPP web site) for registration forms and details. We look forward to seeing you there!

RMA Scholarships Available

Remember that RMA scholarships are available for APPA Institute for Facilities Management and Leadership Academy. In these times of reduced budgets and fiscal constraint it is important to take advantage of this opportunity. The new and improved application form can be found on the RMA web site (www.rmappa.org).

Arizona Report

Correspondent: Joseph Metzger

Arizona State University

Communicating to Employees

By H. Val Peterson, RMA Emeritus

Wow! I feel like I'm swimming upstream after a break in the money reservoir dam. Stocks have been falling, financial institutions are failing and my retirement funds have been flowing out of my grasp like a surging flood. I have enjoyed retirement so very much that I hope not to be

a runner once again in the employment rat race. My 401K has shrunk to the point that it is now a 201K.

The other day I was complaining about the situation to a friend and he asked me if I wanted to drive a school bus like he does. I politely said "no" because I can think of few things worse than being cooped up in metal echo chamber with fifty or so yelling and screaming, jostling and scuffling children—none of which are family blood members and none eligible to receive corporal punishment. As a father and grandfather I can tolerate a certain degree of mayhem but only in sporadic and limited amounts.

Now understand this—I wanted to start this message with my own sad and sorry plight so you would feel extra good about having a job. And so you will know where I'm coming from—I recognize that financial disasters are poised to decimate the budgets of both public and private colleges and universities. And thankfully you have a job that is one step above those poor Chinese farmers that feed their milk cows a mixture of rice mash laced with Melamine plastic powder.

Rather than throwing your product away, which is your valuable students, you must resort to "milking" the diverse herd of financial resources that can provide the "fodder" necessary for a shrinking budget. Sure it's a tough job but when your institution is swimming against the tide of crumbling budgets somebody has to be the lifeguard. And so rather than stand in the soup line with your family—you must step up to the milking platform.

With the anticipation of massive budget and staffing reductions on the horizon—just how will you do your job? Like most other organizations fighting to survive in this tough economy, you must deal with issues that won't go away on their own. The financial downturn is looking like it may be around for awhile and so the short-term fixes that worked in the past are just not going to work this time. You must take some real and decisive action—something purposeful and programmed to let everyone know—both inside and outside the organization—that the change needed today is change on a large scale. Not only does your survival depend on change but the well-being of the entire institution may depend upon it as well.

Plans will have to be made on how you are going to meet the needs of your institution over an extended period of time. You need to have a plan. Your people need to know that you have a plan to make change happen (a catchy phrase borrowed from today's politicians). And it's important that everyone knows what the plan entails. While you may be armed to the teeth with communication instruments, make sure you don't confuse communication systems with the message itself. Under some communication systems the message content often takes a back seat to speed and quantity. And neither of those elements is necessarily critical to orchestrating an effective internal communication campaign. To the contrary, speed and quantity can be what makes your message fail on seemingly deaf, if not overloaded, ears.

So, how do you communicate to get workplace change? Make internal communications a key element in any strategic plan requiring people to behave differently. You must think "program and process" as you map out your communication effort. To be effective, internal communication should be tackled like any other organizational task, with a defined process and according to a relatively rigid execution schedule.

Try a three-step staging process.

Stage 1: Create a State of Awareness. Give the employees a wakeup call by making everyone aware of exactly where you are and where you need to be. This message needs to be made in a cooperative effort from the top management team—not a single individual. Employees respond better to truthfulness and candor. Make sure the message gets to all levels of the organization.

Stage 2: Build an Informed Workplace. Employees need to understand why change is necessary and how everyone will get to the same place at the same time. Inform and educate employees as to the full scope of change. Rumors will spawn and multiply at warp speed if they aren't preempted. Keep in mind that one employee's perception can quickly become a co-workers truth. Have a strict communication schedule and stick to it.

Stage 3: Achieve Workplace Commitment. At this stage commitment is everything. Those who aren't comfortable or haven't been able to adapt to the demands of change will need to be provided with alternatives. And some alternatives may not be pleasant. Management needs to be heavily engaged in this final stage.

While the three-step process frames the internal communication campaign, the real power is in the implementation. Following are five guidelines to help ensure your message is being heard loud and clear through the clutter and chatter of change.

1. Speak with clarity. Avoid confusion by leaving no room for misinterpretation of your messages. Avoid the "rah-rah" syndrome. Employees will rally around the organization's leadership once they understand what's expected of them.
2. Be consistent. The leadership team and management need to speak with a single voice. Speak and act as one. Never waiver. You don't want employees wondering about the competency of their leaders when much is being asked of them.
3. Communicate constantly. Internal communication needs to be relentless and repetitive. Never assume that everyone in the workforce knows and understands.
4. Cascade and cascade more. The manager that people tend to listen to and believe most is their immediate supervisor. While commitment and focus from the top is important, messages need to roll down from the top level, to the next layer, and so on down to the workers.
5. Context and credibility are everything. As with all communication, understand where the "receiver" is and how his or her biases, fears, concerns, and experiences may affect what is heard. People care most about what affects them personally, in terms of job stability, pay, respect, etc.

In hard times behavioral change is never easy, and it is never successfully accomplished without an all-out internal communication program. Such a program can and should be carefully orchestrated and controlled for maximum effectiveness. Remember truth and candor are essential, a single voice in management is critical, commitment to change is a must and cascading the message is needed.

That's it. And gee I'm glad I'm retired. I surely wouldn't want your job.

Canada Report

Correspondent: Greg Wiens

University of Regina

Students Support Sustainability at the U of R

By Emmet Boyle, Chief Engineer

The students at the University of Regina have shown tremendous leadership in sustainability by voting for an upgrade to a central plant boiler. Through November 2007 the support workers union at the University was on strike for 31 days. Following the resolution of the strike the Students' Union was able to convince the campus administration that the students should be compensated for lost services during the strike. Campus administration agreed and \$250,000 was earmarked for the students. The students then added a referendum question to their general election ballot asking students to choose between a \$25.00 gift card for the bookstore or food services for each student, a list of smaller projects such as park benches and bus shelters, or an upgrade to one of the central plant boilers to increase energy efficiency and reduce green house gas emissions.

In the end the boiler upgrade was selected. In hindsight Facilities Management should not have been surprised by the students decision; our students have a long history of environmental initiatives such as: running the can and bottle recycling program, purchasing green power for their offices and conducting an independent energy audit of student union spaces. The Students' Union executive was also eager to do some kind of legacy project and had been working with FM to develop a sustainable project they could invest in long before the strike became a reality. So, as they say, the stars aligned; our students were able to invest in a sustainable project and an otherwise rough period in our history will result in something positive for the environment.

The project involves the replacement of the natural gas and #2 fuel oil combustion equipment on a 1971 vintage Babcock & Wilcox 60,000 pound per hour steam boiler. The original design required two burners to provide the required turndown ratio; the new single burner is capable of 20:1 turndown on natural gas.

Part of the high turndown capability is provided by a new variable speed drive on the forced draft fan. The retrofit will reduce our fuel costs by over \$30,000 per year and result in electrical savings of about \$5,000 per year. We also expect a reduction in green house gas emissions of more than 400 tons per year.

Colorado Report

Correspondent: George Stumpf

University of Colorado at Boulder

Building Recommissioning

By Moe Tabrizi

The University of Colorado at Boulder has an aggressive building recommissioning program. The campus buildings HVAC Recommissioning project started as a pilot study in the

Norlin Library about four years ago. A team of campus HVAC techs, campus mechanical engineers, and the campus Energy Conservation Officer works with a private recommissioning contractor. The team focuses on making sure building's control system and other HVAC hardware are functioning correctly. The building automation system (BAS) program is fine tuned and updated to meet the building schedule and needs. The mission of the team was to improve comfort, conserve energy and reduce trouble tickets. The team also adamantly agreed to focus on their mission with a forward outlook rather than 'how we got here' and historical issues.

This pilot phase discovered a large number of non-functioning hardware and a significant opportunity to update and refinement the BAS programming. Data from this pilot study was used to justify approval for a campus wide building HVAC Recommissioning project. Funding was approved from the energy conservation budget, the deferred maintenance budget and operational funds.

Four years later, the team has completed over 100 buildings, discovered and fixed hundreds of defective thermostats, dampers, actuators, valves and sensors which directly have reduced the Deferred Maintenance (DM) backlog. BAS programming updates and fine tuning have provided much better building/space control and have reduced the normal 'too hot/too cold' trouble calls significantly.

Typical energy conservation results have reduced about 1%-3% of the building energy usage (electricity, steam and chilled water) prior to recommissioning. Feedback from building occupants has been very positive. The multi-discipline team has matured very nicely to meet the needs of our clients and our stated goals. The average recommissioning cost of a medium size building is less than \$10,000 (field inspection, trouble shooting and programming updates). Field discovered defective component replacement cost is an additional expense. The team has nearly completed all of the general fund facilities.

Future focus will include recommissioning of the Housing buildings. The team also plans to utilize advanced software tools to analyze BAS data in order to identify additional opportunities for improvements.

Zen and the Art of Facilities Maintenance

By John P. Morris

Let's face it – Facilities Maintenance is a service based industry. We may build things or maintain things or clean or mow or simply deliver goods. But why do we do these tasks? We do them to serve the campus community.

Many facilities organization missions, visions or guiding principles include the term "quality", such as "committed to quality competitive service" or as in the University of Colorado at Boulder Facilities Management vision that states "To be a dynamic, customer focused organization that provides high quality, competitive services, and is recognized as a national leader in the stewardship of our physical facilities".

So what is quality service? Maybe the real question should be – so how do we provide quality service?

There is a direct relationship between how our services are perceived and how we perceive our services. So how do we perceive our services? Do we combine the physical, mental

and spiritual concepts of quality? Do we see the art in our service? Do we just perform our tasks or do we truly become one with our tasks? I submit that high quality service requires the reunification of the arts (spiritual) and technology (mental and physical). Too often we have heard "quality workmanship or craftsmanship just doesn't seem to be as common any more".

In order to truly provide quality service we must make a personal transcendence in our individual lives and see our service as an art. We must break down the barriers that keep us from understanding what true quality is – a fusion of nature and the human spirit. We must cultivate an inner peace of mind so that quality can shine through. To be one with this sense of quality one must become one with what one is doing. Do you perform your duties, and bigger still your acts of life, without desire or caring? Are you one with what you a working on or are you just going through the motions? The first is a beautiful way of doing things, the later is not.

We must develop a sense of value and understand the duality of our actions: the combination of objects and our selves. The definition of caring is the personal identification with what one is doing, and that produces quality.

We must cultivate an inner peace of mind that does not separate ones self from what one is doing or ones surroundings. Peace of mind produces right values, right values produce right thoughts, right thoughts produce right actions, and right actions produce work that is a material reflection of the actions. The serenity of it all becomes something that others experience and we can define it as "quality service".

This same peace of mind allows us to accept uncertainty, allows us to welcome change as a normal and healthy activity, and allows us to accept others on a personal basis even if you feel they have done you wrong. This peace of mind allows front line workers to be cool, calm collected and confident. This peace of mind allows supervisors to be factual, fair, firm and friendly and still remain respected. And this same piece of mind as an organization allows us to provide quality service.

Our department values are only right if our individual values are right. The place to improve our service delivery starts first in one's heart, then in one's head, and then in one's actions. As in Zen, the trick is to become one with the activity, to engage in it fully, to see and appreciate all details - be it constructing a building, maintaining a building, cleaning a building, mowing the campus grounds, delivering goods or simply servicing others.

Idaho Report
Correspondent: Anna Weskerna

Idaho State University

By Anna Weskerna

Idaho State University is among the many other state institutions going through tough economic times. Currently the university is required by the Idaho Governor C.L. "Butch" Otter to hold back 6% of their state budget, totaling \$4.4 million, and there is talk of a possible 10% holdback in the next fiscal year. The university has mandated a 30%

reduction in travel expenses and initiated severe scrutiny on filling any vacant positions.

ISU President Arthur Vailas has conducted several open forum meetings to keep the university students, faculty and staff informed and how the university is planning to deal with the holdbacks.

Besides getting state funding, the university generates revenue from student tuition, alumni donations, grants, business contracts, philanthropy and university services. Some suggestions on helping with cutting costs include lowering the number of general education credit hours required for undergraduates, having academic departments combine certain curricula, increasing the number of online courses, seeking partnerships with other state colleges for degree programs, seeking more funds from private industry and creating more graduate assistants.

How and when all these holdbacks and cutbacks end for ISU and the other state agencies is anyone's guess. Hopefully it's sooner than later.

On a lighter note, ISU broke ground Thursday, November 20, 2008, marking the start of construction of a new \$7 million, 32,000 sq ft expansion of the Student Recreation Center at Reed Gymnasium. Student fees are funding the project. The new two-story structure will include a large multi-purpose recreation room, free weight areas, machine weight areas, cardio machines and exercise areas, offices, bathrooms on both levels, lobby and lounge areas, and check-out area. A two-story, enclosed atrium area will have plenty of windows and will create new uses for the existing space. The new expansion structure will connect the current indoor tennis facility to Reed Gym.

Construction is expected to last about 18 months, with a grand opening by late spring semester 2010. This new facility will be an incredible improvement of recreation space on the ISU campus.

If any questions or you would like further information, please contact me at weskanna@isu.edu.

University of Idaho

Facilities Implements Living Wage

By Tom Fischer, Building Services Manager

The University of Idaho has been challenged in recent years in keeping pace with wage rate increases offered by other employers in this region. The pressure jumped a notch last year when the city of Moscow, Idaho, established a local 'living wage' at \$10.75 per hour for city employees. A good many of the staff with the University of Idaho Facilities organization earned less than this wage, with the majority serving as Team Cleaning Specialists who clean the academic buildings on campus.

For the last several years, the State of Idaho funded only limited pay raises for state employees. This caused the Team Cleaning Specialists to fall behind in wages for the area. Washington State University, located only eight miles away, paid over \$2.00 more per hour more for their custodial staff. The local K-12 school districts and city governments were paying wages similar to WSU. This salary competition made it impossible for the University of Idaho to retain Team Cleaning

Specialists, as exhibited by a turnover rate of over 30% per year. The turnover rate led to higher costs in recruitment, which includes advertising, background checks, and pre-employment physicals. With a limited population to feed the local job market, filling the open positions became more tedious and expensive. This situation caused short-staffing for the Team Cleaning Specialists, which substantially increased the workload and had detrimental effects on morale within the department.

Facilities gained the commitment of university executive leadership to improve wages, and recently implemented a minimum "living wage" of \$10.75 per hour for all of our employees in classified positions. Before this increase, Team Cleaning Specialists started at \$8.90 per hour. As pay rates were shifted upward to accommodate this living wage, we also addressed the "compression factor" for employees earning above the \$10.75 per hour wage. We devised a formula for staff pay to shift proportionally upward so that staff who had been in their position for several years were not surpassed by the staff fairly new in their positions. The funding available to support this new pay practice was limited, so we had to limit the compression-related salary adjustments to only those employees with hourly base pay rates below \$13.90 per hour.

The living wage was implemented on July 1st, and we seem to now get more qualified applicants for our Team Cleaning Specialist positions. We were also able to fill the open positions within the department. In the short time since, none of our Team Cleaning Specialists have resigned to take higher paid position within the community. The timing was excellent to implement this plan since the cost of living has substantially increased due to increasing in energy costs. Overall, we expect the living wage to greatly improve our recruitment and retention of employees, which in turn should improve our productivity. So far, it has shown great promise of achieving these goals. It was definitely a great morale boost to the staff.

Please contact Brian Johnson at the University of Idaho at johnsonb@uidaho.edu if you have any questions or would like more information.

Montana Report

Correspondent: Jonathan Ford

Montana State University-Bozeman

Beetle Attack!

By Jonathan Ford, Manager Environmental Services

During the last few years, most of the western United States and Canada has been experiencing a mountain pine bark beetle infestation unprecedented in its scale and intensity. Gradually working its way from west to east, it finally reached the MSU campus in Bozeman, Montana last summer. Some 200 trees have been attacked on the University grounds and will be removed. Although this is only 5.7% of the tree inventory, the loss will feel much greater because of the gaping holes left in some of the mature campus landscapes.

Such infestations are part of the normal forest renewal cycle, particularly among those types of pines adapted to wildfire ecology such as lodgepole pines, whose cones need heat over 2,000 degrees F to open and spread their seeds. Every

30 to 50 years or so conditions become favorable for the populations of beetles to overwhelm their natural predators and spread through the forest in incredible numbers, killing a high percentage of the trees. They tend to attack pines that are struggling, such as over-mature or drought-stressed trees that are unable to mount an effective defense. The resulting kill leaves a lot of standing deadwood to fuel fires and start the renewal of the forest.

Moist conditions enable vigorous trees to make copious amounts of sap to push or wash the borers out of their point of entry forming popcorn-shaped piles of sap on the bark called pitch tubes, but this is often hit or miss. Generally, the only factors that slow these insects down are prolonged, very cold temperatures (-20 deg. F or below) or fire. Usually, heavy infestations of the beetle do not travel as far east or as high as Bozeman because the increased likelihood of cold heartland temperatures. However, in the western U.S. we are just coming out of a decade of drought in conjunction with a remarkable absence of cold temperatures, thus the stage was set for a large event.

What is unusual about this wave of beetles is that the intensity and range is so dramatic. The insect front is active from the southern half of California to northern British Columbia and as far east as Colorado. There are places in the range where 75% of the trees have been killed. The huge number of beetles is creating so competitive pressure that the insects are attacking non-pine tree species they do not normally attack, such as Douglas fir and Colorado spruce.

The mountain pine bark beetle is a formidable adversary. The female beetle emerges in mid June and flies away looking for a suitable tree. It generally likes to fly to the nearest tree a few feet away, but it can fly as far as twenty miles. Somehow it selects a tree that probably can't defend itself very well. It burrows in through the bark making a hole as clean and round as that made by a high speed drill. The beetle brings with it a fungus that impairs the tree's ability to conduct fluids and defend itself while at the same time fixes carbohydrates that the beetle's offspring can feed upon. Then the female emits a pheromone to attract males which then come in and mate with the females under the bark. The pheromone also attracts other females which come in for a mass attack on the tree. Each female creates a vertical egg chamber in which it lays many eggs. Two weeks later the eggs hatch into maggot-like larvae that start to burrow horizontally as they feed on the rich cambium layer, the living part of the tree. Eventually the horizontal galleries meet up and completely girdle the tree, killing it. It takes 6-8 months for the tree to look convincingly like it is dead. The new crop of beetles emerges in mid-August and does the same thing again.

What can be done to defend a tree against such an onslaught? Although retailers will naturally claim that they work, scientists tell us that systemic insecticides administered as plugs inserted under the bark have little effect.

Sprays will keep a tree that has not been attacked safe. However, the trees have to be sprayed several times per season on all sides. Drift of the spray is impossible to control on a tall tree. The spray kills honeybees and other beneficial insects and is not safe for humans, especially as it drifts. The spray will not kill the beetles already under the bark. Obviously, spraying is not acceptable on a busy campus.

A really awkward approach is to wrap the trunks and branches of an infested tree with clear plastic. The idea is that the sun will heat up the bark to such a degree that the larvae will die. Scientists here say that the air temperature is generally too cold for this to work effectively.

The only other remedy is pheromones. When a tree is full of beetles, the insects emit a pheromone that tells newcomers to go seek out another tree. Scientists have isolated that pheromone, discovered how to synthesize it, and it is now marketed. There are also pheromones which mimic the mating signal pheromone and lure the beetles into a trap. Neither of these is fully effective in fooling the beetles, but they may help.

Faced with the prospect of winter tree removal from the central campus on a scale never seen before, it was clear that a good communications plan was of paramount importance to help the faculty, staff and students understand what was happening. Here is the plan we developed to head off almost certain distressed questions from an uninformed public:

- We worked with our Office of Communications and Public Affairs to develop a press release and web page.
- We talked with campus entomologists and got a scientific statement that could also be placed on the web page.
- We made informational presentations to various committees: the University Facilities Planning Board, the Facilities Services Advisory Committee, the Campus Sustainability Advisory Committee, the Office of Special Programs (about 100 departments represented), the Associated Students of MSU, and the Shared Governance Council.
- We plan on staging a walk-around with a 5-6 person committee of tree experts and scientists to perform a sort of triage consisting of remove, wait-and-see, and protect decisions concerning each infested tree or potential victim.
- Based on the number of trees that still have not been attacked, we will order the synthetic pheromone "Verbenone", which sends a message to the female beetles to go elsewhere.
- We will have all the trees that have been mass-attacked removed before the beetles emerge in mid-June.
- All the cut trees will be chipped into mulch and composted in our nursery.

Such wholesale loss of trees in town and in the surrounding range is something most of us would rather not see, particularly with our relatively short lifetimes and with trees that were purposefully planted and nurtured for years. Acceptance and resignation comes grudgingly when one realizes that this natural phenomenon could not be thwarted any more than a tsunami can. It will run its

course over the next few years and it will be safe to plant a pine again.

Utah Report

Correspondent: Brian Nielson

Southern Utah University

Focus on Basic Core Values = Survival of Facilities Mgt

By David F. Tanner, Associate VP for Facilities Management

What a privilege to work in a university setting! Over the years I've found a few things that may give some ideas as we meet the opportunities ahead. I recommend we continue doing what we do best by staying close to the basics. We all know the drill! We must focus on basic core values and deal with current and future challenges as we would some eminent equipment failure. We surround ourselves with our best experts (our Facilities Team), assess the problem, act with determination to resolve the problem with available resources, monitor our solution, and then work for improvement over time. As we recognize and thank those who took part in the success of our best effort, they will be ready and willing to bring additional ideas and work hard to implement solutions.

Thanks to Kevin Hansen's leadership and his superb team at Weber State University, we just concluded the RMA Education Forum titled "Achieving Excellence." Woven through the conference was a theme that is vital for survival. By nature that's what Facilities Management does best, we strive to put excellence into practice by raising our sights and focusing on opportunities in each challenge.

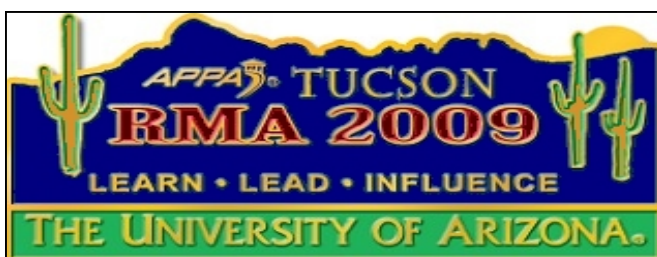
Southern Utah University, located in beautiful Cedar City, Utah and within 2 hours of five scenic National Parks: Facilities Management has 65 staff members, most wearing multiple tool belts, to cover Utility Services (Heat Plant, HVAC, Plumbing, and Electrical), Telephone System, Grounds & Gardens, Space Planning, Safety & Risk, Fire Marshal, Bldg. Maintenance-Repairs & Renovation, Custodial Services, Construction Services, Business Operations, and Administration.

Even in difficult economic times we've decided there are many things we can do that will both improve our organizations and help refocus our efforts. I'll share just a few that you are likely working on as well:

Set Goals – We've found investing time with our front line staff to set goals brings ideas and good solutions to many pressing problems. Assessing and sharing the progress along the way provides ongoing improvement.

Team Work – Our shops regularly hold pot luck or dutch oven lunches, providing much needed association. Many projects require multiple department team approaches and the working relationship of their leadership is paramount to quick action and success.

Safety – Departmental and shop safety meetings can take on a new dimension to reduce or eliminate injury and time lost by staff. We've also added experts to come and instruct on first aid, emergency first responder training, health & wellness tips for the staff, stretching exercises to reduce back injuries, etc. Maintenance – Renewed emphasis on deferred and ongoing maintenance. Communication to the staff of the critical importance and how it helps reduce budget drain in the future will create "investment" to do our best work.



Clean Up & Shape Up – How long has it been since you had a campus wide equipment room cleaning and sprucing up? Not only does it help with attitude to maintenance in the area but you might find solutions to nagging problems. Are your shops and vehicles in line for a little cleaning and improvement as well? Are your supply rooms “shaped up” so you know what supplies you have available? That’s crucial during a time when funding is minimal.

Tools – With the few dollars available we’re striving to provide the best and safest tools of the trade. Adequate and good tools inspire our staff to do commendable work. Honing Skills – We’re working to cross train wherever possible to provide multiple skill sets and added job satisfaction.

Investing in Student Education - We view ourselves as another educational opportunity. I’ve maintained, whenever possible it’s important to encourage your staff to interact with students, faculty, and other staff. We invite interested departments to come see what we are doing and by doing so garner their understanding and support.

Conservation – Though a bit of a buzz word, it has provided renewed emphasis to reevaluate our operation and look for opportunities. I’ve asked for input from front line staff and as they have responded, great ideas flourished and many dollars have been saved.

Customer Service...Now not later! – I believe if there was ever a time to be customer friendly with a “can do” attitude it’s now. I’ve found as you provide superb customer support and communication, they become your advocates through the tough times.

Student Retention – As we provide hourly employment to students, they learn, develop skills, work in areas where we just can’t afford full-time staffing, and learn the right way to work. We’ve learned students value a job on campus as much as any scholarship, providing us with another retention tool that has great benefit.

Campus Environment - Our experience has been as we get students and staff involved in activities and working on our campus, they gain a sense of pride in keeping the grounds beautiful. They will pick up trash both in and out of buildings, call in a broken sprinkler head, or notify us if they see graffiti on campus. We even have a faculty/staff garden which we plant every year that has provided a sense of pride for the campus community.

Community Involvement - We want our community to visit our campus and electronically see what we are doing. Most campuses are a valuable resource to the surrounding community.

We provide information for the community to use on their landscapes through the Campus Arboretum & Tree Tour: www.suu.edu/ad/facilities/grounds/treemap/default.aspx

A quick video overview of our Grounds operation can be viewed at: suu.edu/ad/facilities/landscapemgmt.html

My experience has proven, even in difficult times Facilities Management Teams that focus on the basics enhance their campuses and provide lasting value for those that will follow.

Make it a great day!

Weber State University

RMA 2008 Regional Report

By Kevin P. Hansen, RMA President

Weber State University had the distinct honor of hosting the 56th annual meeting of RMA, which was held at the beautiful Canyons Resort in Park City, Utah on September 28th through October 1st. Almost 300 RMA members, guests, business partners and friends enjoyed the unseasonably warm weather, the fabulous mountain and alpine vistas, and an incredible array of presentations and activities during the event. The theme for the event was “Achieving Excellence”, and the theme was demonstrated in the venue, in the presentations, and in the activities. Park City was the host city during the 2002 Winter Olympics for several events, including the ski jumping, bobsled, luge, and snowboard aerials. It is home to the Utah Olympic Park, one of only a very few training sites for winter Olympic athletes in the United States.

Among the distinguished guests were Alan Bigger, Immediate Past President of APPA, and Lander Medlin, Executive Vice President of APPA. Also among our distinguished guests were the new RMA members from Idaho. Idaho transferred from PCAPPA to RMA this past year, and we welcome the great folks from Idaho to RMA.

Our conference theme, “Achieving Excellence”, relates to the necessity we have as facility professionals to maintain our campuses to world class standards to attract high quality students, faculty, and staff and to create the atmosphere and environment where learning and research can occur unimpeded. This theme was tied into the level of effort and dedication that Olympic athletes must achieve if they are to be successful in competing on the world stage. Both Olympic achievement and facilities achievement are predicated on the same basic principles; a clear vision of what we want to achieve, dedication and persistence in the face of numerous obstacles, and an unwavering desire to be the very best we can be, coupled with lots of hard work.

Olympic Gold Medalist Nikki Stone, the first American to win a gold medal in aerial skiing at any Olympics, was our keynote speaker and related her story in earning her gold medal to our challenges as facilities professionals in achieving our goals and making our facilities world class. She was exceptional, and really motivated everyone to greater levels of achievement and success.

The many educational sessions that were presented during the conference highlighted other areas where excellence has been achieved by institutions or business partners, or a partnership of both. For example, Southern Utah University gave a presentation on using native plants to conserve resources, turn problem landscaping areas into stunning water-conserving natural art, and make their campus much more appealing.

Utah State University showed how, through a systematic program of preventive and predictive maintenance, safety, and comprehensive performance measurement, they made time available to craftspeople and managers and improved the campus environment for students and faculty. Other presentations covered other essential aspects of facilities management, including long range strategic planning, carbon footprint reduction, electric power management, contractor relations and the synergism that is possible with common goals and understanding, commissioning and re-

commissioning buildings, and community and higher educational institutions partner shipping opportunities to assist each other in achieving their goals. We even had a presentation on what we can learn from Mickey Mouse in terms of customer service, creating a culture of success, and employee loyalty.

Personal excellence that leads to organizational excellence was addressed by Kirk Duncan, a local entrepreneur who enthralled his audience with his story of the skunk stuck in a jar. Without personal excellence, professional and institutional excellence is much, much more difficult to accomplish.

Besides the powerful impact of the educational sessions, other events promoted networking, socializing, and an appreciation of the splendor of Utah. Many attendees enjoyed the quiet, relaxing ride on the Heber Creeper railroad through some stunning mountain vistas. Others enjoyed golf on the renowned Mountain Dell golf course.

The theme dinner for the conference was a progressive dinner at the Utah Olympic Park museum. Guests were able to leisurely stroll through the museum while enjoying various food items set up at several different food stations. The history and impact of winter sports on Utah was evident in the museum, as well as the artifacts and history of the 2002 Winter Olympics.

The highlight of the evening was the Flying Aces All Stars ski-jumping show. Several Olympic athletes and Olympic hopefuls presented a dazzling aerial ski-jumping exhibition from various ski jumps into a pool of water. Reaching altitudes of up to 50 feet above the water, the athletes demonstrated the skills, training, dedication and commitment they have had to make to achieve world class excellence in their sport. Adding to the excitement was the fact that the show was presented at the training facility they use to hone those skills for Olympic level competition. It was an electrifying display of talent and skill for everyone present.

An essential element of the conference was the Business Partners Exhibit Hall. Thirty eight business partners joined us for the conference and demonstrated new products, acquainted us with their services, and made presentations to keep us current on events in our industry. We truly owe a debt of gratitude to our business partners who contribute in such a meaningful way to the success of the RMA annual meetings.

Our next RMA annual meeting will be held September 20 to 23, 2009 in Tucson Arizona and is being hosted by the University of Arizona.

Editor's Corner

Life is like the editor's corner in a newsletter... sometimes there's hardly room to sign my name, let alone pontificate on current topics. Other times there is room to spare.

Although I live in a world of plenty in Newsletter Land such is not the case in the real world. Our nation is faced with perhaps the worst economic situation since the great depression. The impact is certainly being felt in the state and local economies as well. I have been at Arizona State University these past 27 years and have never witnessed a downturn of this magnitude.

About 18 years ago we had a downturn which resulted in significant cuts to Facilities Management's operations budgets and, for the first time in the history of ASU, some reductions in force. A policy for such did not exist at the time and had to be crafted. There are several of our units that have never been fully restaffed after those cuts suffered in 1991.

Arizona now is faced with a projected budget shortfall of \$1,600,000,000 over the next 5 months and \$3,000,000,000 for FY 2010... that's a lot of zeros and more than many of us can comprehend.

Given the magnitude of this problem there will quite certainly be many reductions in state and local services, including the universities. Although ASU has made significant reductions over the last 18 months more is yet to come. We are now faced with eliminating core academic and administrative programs and positions, perhaps even the closure of one of our campuses.

One of the joys of working with the kinds of people that we find in facilities organizations is that they will typically step up and meet the challenges. For example, we recently had two catastrophic steam failures on campus. Both were the result of poor workmanship and construction practices that had escaped inspection. Staff members in our plumbing, electrical, carpentry, HVAC, and grounds areas worked long hours before, during, and after the holiday break to ensure that the impacted services were restored by the beginning of the spring semester. With the exception of the final put back of some asphalt and concrete, these people made it happen and we're open for business. As Harvey Chace recently opined these people are my heroes!

All that we have to offer them for this dedicated service is our heartfelt thanks and gratitude. No raises, no bonuses. And the very real possibility that they or some of their team members will shortly be released due to the current financial situation.

With all these dark clouds gathering, I continue to be optimistic about the future. Our people will continue to do their best to provide ASU students with a quality academic environment. They will do so because that is what facilities professionals do. The old New Yankee thrift will be employed with a liberal hand as we band aid systems we cannot afford to properly repair or replace.

I commented in these pages recently that facilities people are by necessity self rewarding... more often than not we are contacted by people unhappy with current conditions or levels of service. Whenever possible the reasons and whys of our limitations need to be made known to our customers.

Val Peterson's piece on communications is well timed and good solid advice for speaking with facilities staff members as our institutions navigate through these troubled waters.

In times like these when our ability to financially reward our team members is severely curtailed, it is imperative that we celebrate their successes with sincere appreciation and gratitude. Sincerity is a must... facilities folks know instinctively when they are being played. But it is amazing what they will do for you when given honesty, dignity, respect, and recognition of a job well done.

Until next time, I remain

Your Normally Agreeable Gazetteer
JM

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

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

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Professional Affairs Committee	Dave Button	University of Regina
Educational Programs Committee	Shawna Rowley	Weber State University

FUTURE MEETINGS

2009 Annual Meeting	Tucson, AZ	University of Arizona
2010 Annual Meeting	Moscow, ID	University of Idaho