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THE OFFICIAL PUBLICATION OF APPA

President
Alan Bigger

Seizing the Moment to Build
on APPA's Revitalization



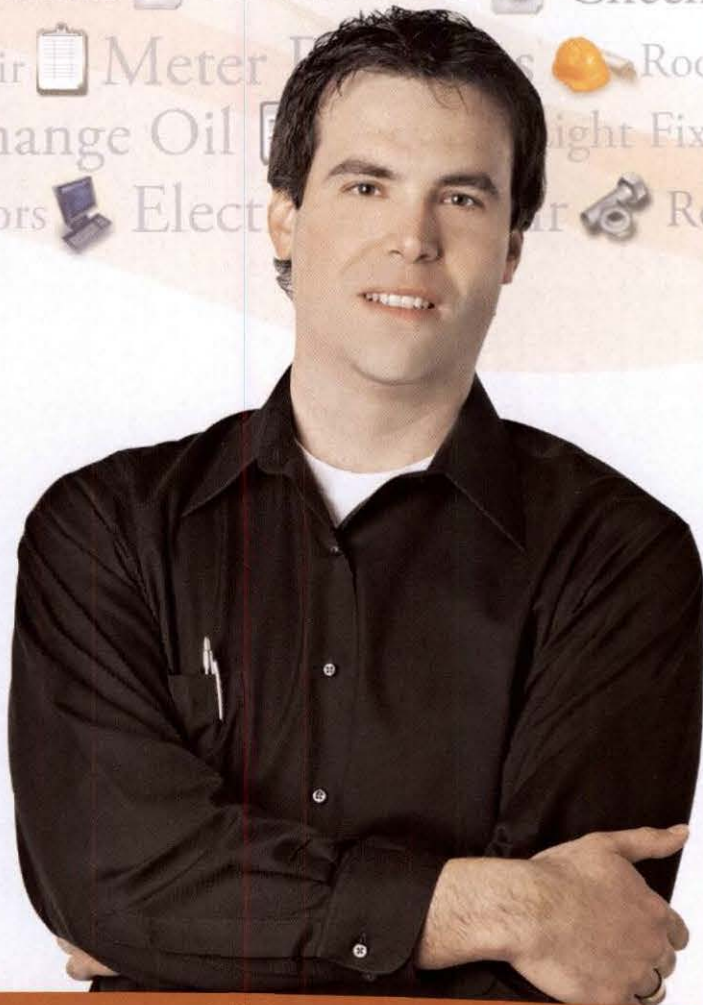
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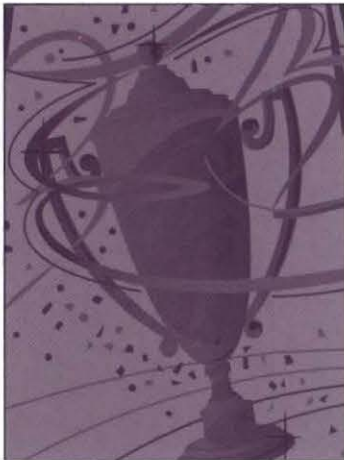
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Facilities Manager

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APPA'S 7 Key Strategies

will enhance and support our revitalization efforts.

1. Develop and execute a "brand" initiative.
2. Develop and implement an enhanced website to become the "go to" resource for facilities questions.
3. Expand research to build credibility and visibility by senior institutional officers.
4. Engage in symbiotic and collaborative partnerships.
5. Engage young facilities professionals.
6. Provide targeted cutting-edge educational programs.
7. Establish credible and valued credentialing programs for individuals and institutions.

From the Editor

by Steve Glazner

Facilities Performance Indicators



Enhancements Made to FPI Survey

If your institution has not completed the 2006-07 Facilities Performance Indicators Survey, you still have time—the deadline for your information is November 5.

The Facilities Performance Indicators (FPI) Survey is conducted annually, from late August to early November, and the resulting Web-based FPI Report is published the following February.

APPA's Information and Research Committee has made a number of enhancements to increase participation and improve the value of the reports that stem from the survey.

The questions and modules have been reduced, clarified, and logically tied to the four components of a balanced scorecard: financial measures, internal processes, innovation and learning, and customer satisfaction. Under the direction of, Mike Sofield, Maggie Kinnaman, and Laura Long, we have also:

- Eliminated unused or underused data fields.
- Combined some questions to reduce redundancy.
- Added popup definitions for each data entry field.
- Inserted entry warning messages to note when your entry is outside of min/max norms.
- Tightened the CRV and Btu worksheets.
- Prepared the survey for even greater use when published as the FPI Report.

We have made a major effort to organize the questions so you may

respond only to the executive-level, "Tier 1" questions if you wish or continue further and respond to more modules of the survey for a more complete view of your facilities operation.

As before, upon completion of several key modules you will have access to a number of instant reports based upon your responses. In addition, schools that participate are able to view a private version of the database that identifies the participating schools and their responses. This makes it much easier to track your peer institutions; in fact, we urge you to ask your peers to complete the survey as well. To participate in the 2006-07 FPI Survey, visit www.appa.org/research/fcds.cfm. Thank you for contributing to this valuable service. ¶

COMING

IN NOVEMBER/DECEMBER
ISSUE OF **FACILITIES MANAGER**

- **Feature Theme:**
The Basics of Maintenance & Operations
- **Pandemic Planning**
- **Green Building Survey Results**
- **ISSA Results in Initial Cleaning Industry Management Standards Certification Program**

In the July/August issue, a feature author's name was misspelled. In the Table of Contents, the first author under "Cinderella Stories: Adaptive Reuse of Older Buildings" should have read Joseph Brinkmann. His name was also misspelled in the byline of the article on page 24. Our apologies to the author for this error.



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by Kisha D. DeSandies

2006-07 FPI Survey Now Open

Participate in the 2006-07 Facilities Performance Indicators (FPI) Survey, which is available now through November 5 at www.appa.org/research/fcds.cfm. Institutional representatives who complete this survey contribute to full data reporting, which provides vital information used to advance our effectiveness on campus. The FPI is conducted annually, from late August to early November. The Web-based FPI Report will be published in February. Every school that participates will receive a customized institutional analysis report and a discount on the FPI Report and Dashboard.



New Identity for Your Association of Choice

APPA's new brand identity—logo, tagline, and key messages—captures APPA's new strategic direction and positions the organization as the premier source for educational facilities professionals. Over the next several months, you will see the further development of this new brand in all of our communications and action planning. For details, see Lander Medlin's Executive Summary on page 10.

Nominate for Awards Year-Round

Nominations are now being accepted for APPA's 2008 institutional and individual awards at <http://appa.org/recognition>.

1. Award for Excellence
2. Effective and Innovative Practices Award
3. APPA Fellow
4. Meritorious Service Award
5. Pacesetter Award

The deadline is January 30, 2008; however, award submissions will now be accepted year-round. Awards submitted after January 30, 2008 will be considered for 2009. Contact Jill Amstutz at jill@appa.org for more information about the awards process.

Two APPA Presidents Move to New Universities, Positions

2007-08 President Alan Bigger and President-Elect Bill Elvey will be representing APPA from new institutions. Bigger has left the University of Notre Dame and is now the director of facilities at



Earlham College (read more about Bigger in his profile on page 18.)

Beginning October 1, Elvey will be the associate director of facilities management

at the University of Texas at Dallas. Previously, Elvey was the assistant vice president for facilities at Virginia Polytechnic Institute & State University. At UT Dallas, he will provide engineering assistance to, and coordinate such functions with, executive management, the academic community, and other facilities management departments.



He will also support the assistant vice president with engineering, design and construction, contract administration, deferred maintenance programs, campus facilities planning, and energy conservation.

New Membership Director To Build Numbers, Services

APPA has hired a new Director of Membership and Outreach. Thomas M. Base, who began in late August, will work closely with APPA leadership and staff on membership recruitment and retention, local/state/regional outreach and liaison programs, and managing the APPA member database. Base brings to APPA a decade of director-level membership, member services, database, development, and marketing experience in the Washington association arena. He has held director level positions with the National Newspaper Association, National Association of Gifted Children, National Home Equity Mortgage Association, and National Minority AIDS Council. Base holds a bachelor's of science degree in Public Administration from George Mason University.



Upcoming Educational Programs

If you missed the September Institute and Toolkit, APPA will offer these two popular programs again in February 3-7, 2008 in Newport Beach, California. The Institute

Continued on page 9

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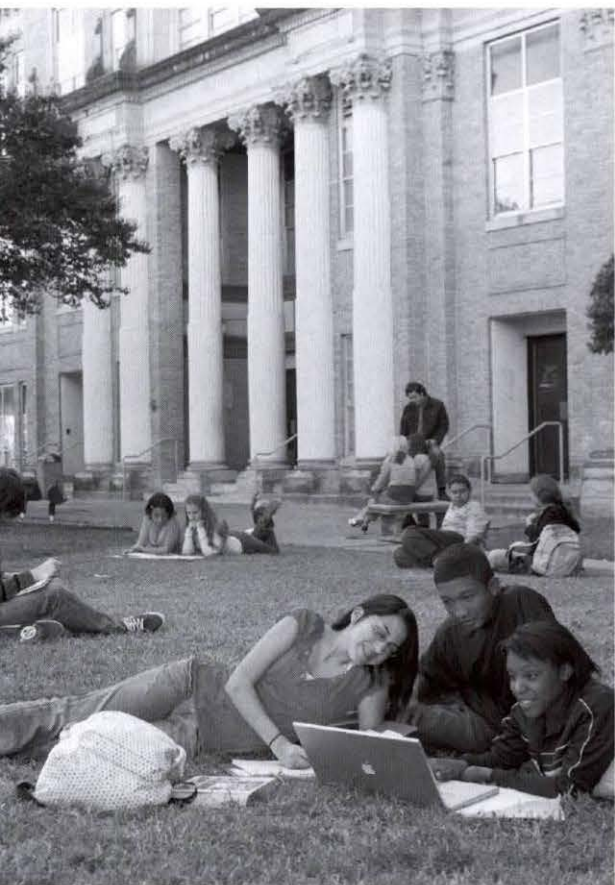


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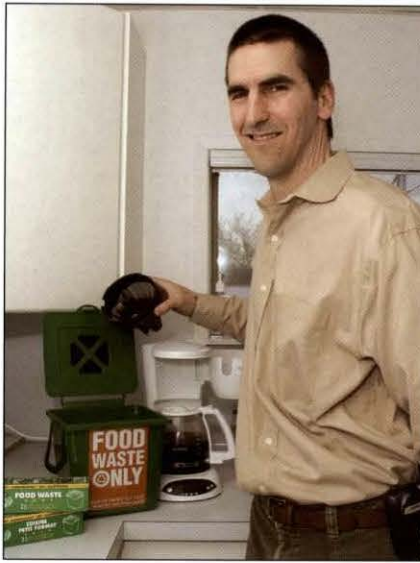
Continued from page 6

for Facilities Management and Supervisor's Toolkit provide current and aspiring managers the opportunity to expand their leadership skills. Registration opens November 1.

Columbia COLLEGE CHICAGO

Columbia College Chicago to Launch MFAs in Sustainable Design

Columbia College Chicago recently began a master of fine arts program in architectural studies and interior architecture. The graduate program will be focused on sustainable design, making Columbia among the first schools in the United States to reorient its academic architectural design training around sustainability. All of the courses in the program will feature redesigned curricula that teach students to emphasize sustainability from the beginning of the design process. Developed in collaboration with the City of Chicago's Office of Environment, the program was motivated in part by LEED certification mandates by city government and other incentives for sustainable design.



Pat Kaufman, recycling manager for Property and Transport Services, with a tabletop compost bucket. Composting is growing at the UW.

Composting Expands at U Washington

University of Washington has begun collecting "post-consumer" compost as some dining establishments on campus. The move is connected to an increase in biodegradable food packaging and flatware used by Housing and Food Services, which is seeking to get everything the students eat with to be compostable. The university has also started a pilot composting program within a residence hall. For more information, visit <http://www.washington.edu>.

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Executive Summary

New Brand Embodies the Future of APPA

by E. Lander Medlin

Branding is a process requiring intentional organizational focus on the members' perception of our identity and image, and the clarity of our message. As the world continues to change dramatically, it is essential for APPA to continue to assess our organization's value proposition and cleanly differentiate ourselves from other peer or competitor organizations.

After a year of comprehensive exploration, contemplation, and creative innovation we now have a solid brand identity that is true to APPA's core mission and values. We are now implementing this new identity at every organizational level, from our headquarters in Alexandria, Virginia to our regions and chapters around the world.

However, it's important to tell the story of how we got to this exciting point. In creating the foundational elements of our brand, we took great care to ensure that we capture our new focus and the renewed energy that will guide our future, while holding onto the many elements of our proud and long history.

In February 2006, the APPA Board of Directors identified 7 Key Strategies (see page 4) to solidify APPA's place as the association of choice for educational facilities professionals. The first of these seven strategies is the development of a clear brand identity. The goals of the branding initiative are:

- To further position APPA as the association of choice for educational facilities professionals.

- To differentiate APPA from other peer organizations through distinct visual identity and clear, tactical messaging.
- To communicate APPA's purpose and value propositions, which are:
 - To enhance the professional development of APPA members.
 - To reinforce and advocate for the strategic role of facilities in education.

Our challenge is to formulate an image and key messages that effectively articulate our vision, purpose,

transformation and elevation, and we do this on several levels:

- We focus on the elevation of facilities professionals into higher performing managers and leaders.
- Our members transform their institutions into more inviting and supportive learning environments.
- We elevate the value of our entire profession and have an impact on the recruitment and retention of students, faculty, and staff.

Ultimately, our name, tagline, and logo—the most tangible outward



and value and securely position APPA as an organization that serves members in ways that support them and add value to their work.

To meet these goals and address this challenge, APPA hired a branding firm (ZilYen) to work with a branding team, which included 23 representatives from across the APPA membership and staff. ZilYen facilitated sessions exploring APPA's identity—beyond our program activities, events, and resources—to uncover the real inspiration behind our purpose and mission and to identify the unique role APPA plays in the lives of our members. This process revealed that a brand is not what we *do* but who we *are*. We discovered that our true nature and identity as an organization is about

expression of our brand—must also be manifested in our new brand personality.

The process ultimately reinforced the strength of the "APPA" brand value and identity ultimately. The new name (simply APPA) and strong tagline—"Leadership in Educational Facilities"—(1) preserves our brand equity, (2) minimizes additional short- and long-term costs across the entire organizational chain, (3) has membership and regional support, (4) avoids the more evocative or abstract ("corporate-style") names, and (5) reinforces leadership, institutionally and individually. In short, it says who we are, it suggests what we do and say, and it shows that our organization is at the forefront of our field.

Lander Medlin is APPA's executive vice president. E-mail her at lander@appa.org.

In order to solidify and integrate the brand into everything we do, we have selected five brand values needed to reshape the organization over time with the intentional purpose of transforming and elevating facilities professionals into influential leaders in education. The implementation of these values ensure we are “living” the brand everyday. The five brand values are as follows:

1. **Vision**—We maintain a long-term perspective in our efforts to achieve continuous improvement and performance excellence.
2. **Transformation**—By providing ongoing leadership development and continuously setting the standard for credibility, we transform the entire educational facilities profession.
3. **Stewardship**—As stewards, we sustain and maintain passionate commitment to the future of our professionals and their facilities, wisely investing in intellectual capital, and producing results

After a year of comprehensive exploration, contemplation, and creative innovation we now have a solid brand identity that is true to APPA's core mission and values.

that enhance the credibility of the entire profession.

4. **Collaboration**—Spirited collaboration is achieved through networking, information sharing, celebrating achievements, and creating meaningful connections among all members.
5. **Leadership**—We implement the standards, processes, and credentials that contribute to creating true leaders in educational facilities.

The new logo—which the Board approved and unveiled at APPA 2007

in July—highlights the change in name and tagline and reinforces our commitment to the association's renewed focus and symbolize the vibrant energy of the new brand. The change in logo also signals our shift in intention overtly, calls direct attention to our renewed focus and direction, and effectively articulates our vision and mission, purpose, and values.

We have already begun the business of branding the organization and creating the new look and feel of our communications. We are excited about the possibilities that will grow out of this new understanding of our purpose and its branding symbols. This level of understanding and clarity of purpose will give new meaning to APPA's professional development programs, and will ensure the successful positioning of the organization well into the future. ¶

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Cross Slope—It's Not About Skiing

by Mark A. Goska, AIA, MBA

Imagine your department just completed construction of a brand-new facility on your campus. Everyone is excited about the project's completion and the grand opening of the facility for use. You're standing at the front of the building, admiring how beautiful it looks and patting yourself on the back for a job well done. Then you notice a student in a wheelchair traveling along the newly constructed sidewalk. As the student passes by, you notice he appears to be struggling to keep his balance as the wheelchair appears to be leaning over one side. You think to yourself, funny, the sidewalk looks flat, but it isn't. What happened?

The situation is not uncommon and involves compliance with the Americans with Disabilities Act (ADA). While most of us are familiar with running slope—the slope that is parallel to the direction of travel, in fact it is cross slope—the slope that is perpendicular to the direction of travel, which is probably the source of more challenges with ADA compliance. Why is cross slope such an issue of concern? Because it impacts the very balance of a wheelchair and the safety of the person using it.

A cross slope that is too steep (greater than a slope of 1:50, or 1 inch in 50 inch) changes the balance of a wheelchair and the user by moving the balance of the weight from the center to the downward side of the chair. In order to compensate for this imbalance, the user of the wheelchair must lean to in the uphill direction.



This is fine if you have the mobility to lean, but what about the users who have little if any mobility to move or lean? They are forced to lean in whatever direction the slope dictates and hope that they will successfully traverse the sidewalk without falling over. When thinking about the impact of cross slope and how it impacts the balance of people and vehicles and equipment with wheels, I am

reminded of the recent study that the government study conducted with farm tractors and the need to either install a roll bar or a cab in order to protect the farmer from injury if the tractor rolled over. I still remember seeing examples of tractors plowing the cross slope of a field toppling over because the balance of the vehicle was unstable due to the slope. This is the same situation with wheelchairs.

There are many reasons these problems with cross slope occur: for example, if the natural terrain of the site has a slope greater than 1:50, or if the design professional does not include cross slope requirements in their sidewalk design, or if the contractor fails to shoot the grades before installing the walks to make sure that the slope is within ADA compliance. Another reason for this oversight that many design professionals stop the scope of their work at the property



This cross slope is too steep and is an example of what happens when finish grades and spot elevations are not checked and confirmed by the design professional during construction.

Mark Goska is the health facilities architect at the University of Alabama at Birmingham. E-mail him at mgoska@fab.uab.edu. This is his first article for Facilities Manager.



This cross slope is within the requirements of ADA.

line and fail to include the public access ways in their ADA study. This oversight may be due to the fact that we as facilities managers do not instruct the design professional to confirm that the accessible route meets the requirements of ADA.

Why is the accessible route so important when designing a project? The Americans with Disabilities Act Accessibility Guidelines (ADAAG) defines Accessible Route as, "A continuous unobstructed path connecting all accessible elements and spaces of a building or facility. Interior accessible routes may include corridors, floors, ramps, elevators, lifts, and clear floor space at fixtures. Exterior assessable routes may include parking access aisles, curb ramps, crosswalks at vehicular ways, walks, ramps, and lifts." This is a lot to look at when determining ADA compliance. In some cases, the project is such that all the components that make up the accessible route are contained within the project site. However, in many instances where parking is spread throughout the campus, determining that the accessible route is in compliance becomes more of a challenge.

So, what can we as facilities managers do to help ensure that cross slope is addressed when undertaking a project? First of all, we need to

adjust the scope of the project to extend beyond the property line of the project site. How far beyond may be limited to the adjacent public sidewalks, curb ramps, and cross walks, or it may start at the parking lot if designated parking for the proj-

ect has been identified. Secondly, the design professional should be instructed to include slope requirements for running slope and cross slope within the construction/bidding documents. This should be done using both spot elevations as well as grading contours.

The design professional should clearly identify the accessible route early in the design to help insure that the components that make up this route are in compliance with ADA. At least on accessible route is required for ADA compliance. Facilities managers should pay close attention to the site plans when conducting their review of the construction documents to make sure that the design professional(s) have included both spot elevations and grading contours along the designated accessible route(s).

Once construction activities are underway, it is important to make sure that the contractor installs the

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elements of the accessible route as required by the contract documents. The contractor should be required to shoot the grades and spot elevations and consideration should be given to engage the project civil engineer and/or landscape architect to shoot the grades and spot elevations along the accessible independently route independently of the contractor to ensure the route is in compliance.

Taking these precautions should help to make sure that the accessible route has been installed correctly and will help eliminate the cost and time delay of having to remove and reinstall a compliant route and reduce the exposure of legal action to the institution.

By its very nature, cross slope is a component of ADA compliance that probably receives little attention, but could be the biggest cause of for



This project, which is currently under construction, is an example of a public sidewalk that is not in compliance with ADA requirements and the bounds of the new project appear to stop at the property. Fortunately, this condition was recognized during design review, prior to bid/award and the demolition/reinstallation of the public sidewalk was included in the overall project scope.

concern and sleepless nights for facilities managers when undertaking a new building project. By being aware of the impact to the users of the facility and the legal exposure to the institution that an improper cross slope can cause, and by engaging the design professional at the beginning of a project, one can go a long way in helping to ensure that the project will be a successful one when completed. ¶

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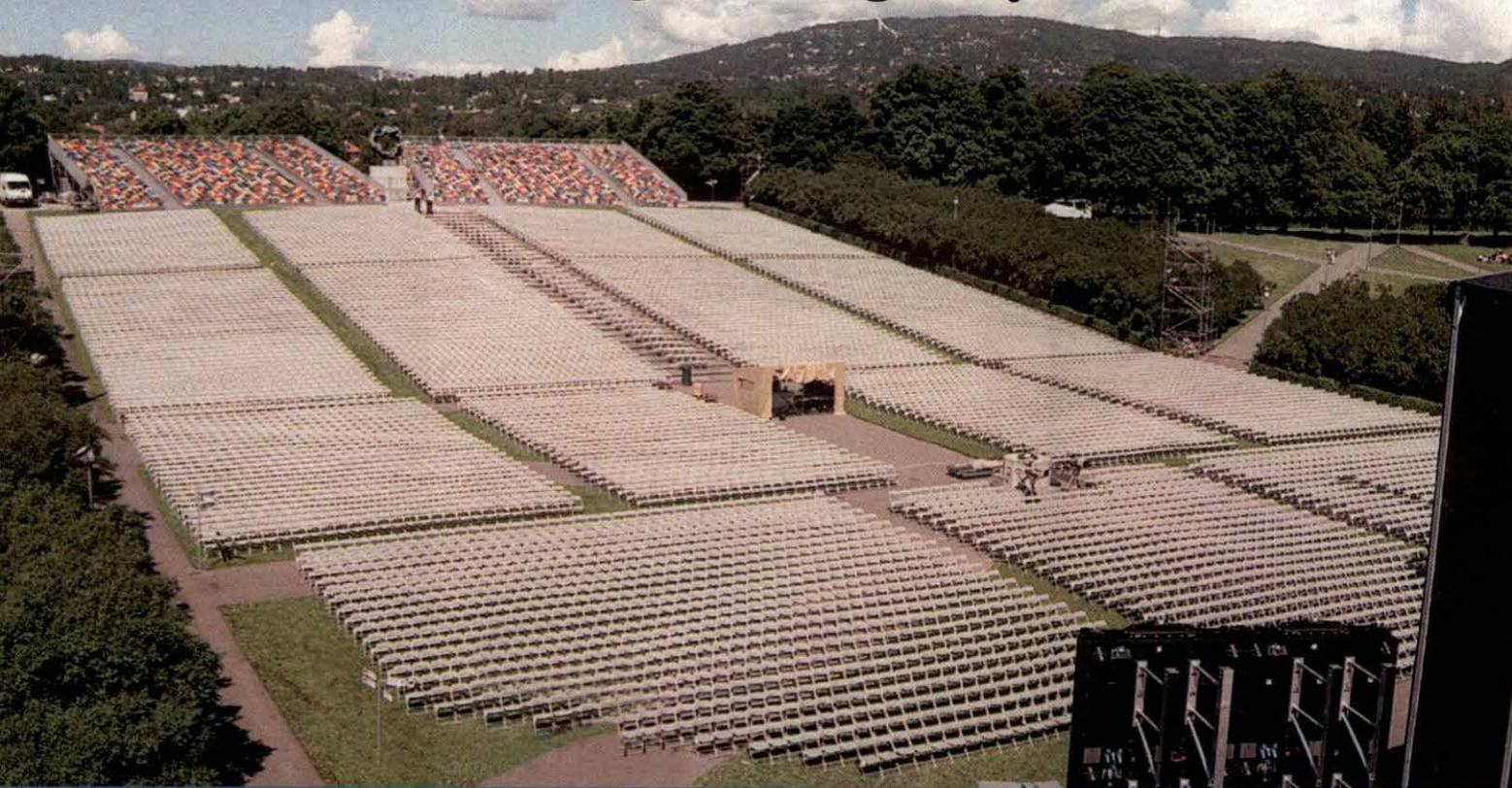
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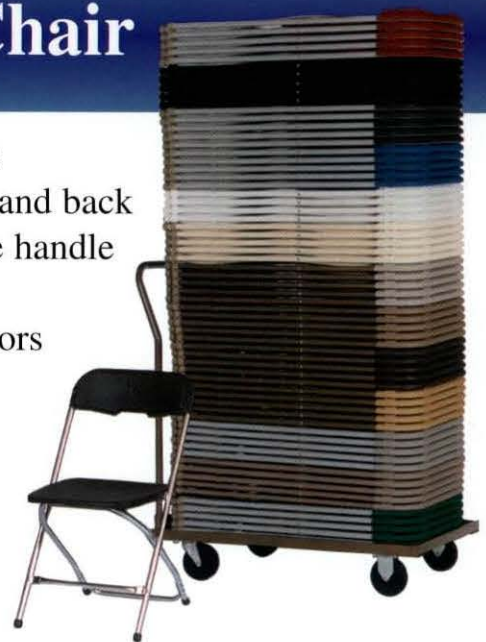
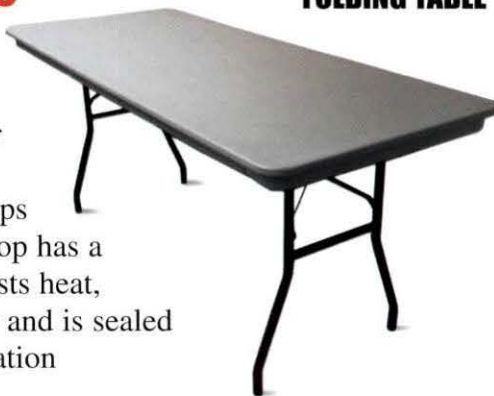


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Six Strategies for Conquering Adversity

by Christopher Novak



As senior leaders in a demanding environment, adversity is a normal part of our workday. We are the organization's pivot point, constantly balancing the precarious and ever-shifting needs of our staff, faculty, students, parents, and communities. We are expected to wade into crisis and solve problems—to be on the frontline, leading the organization through an endless series of challenges. We accept this responsibility, but all the while balance our own struggles and challenges inside and outside the workplace.

How can we prepare to meet a challenge we cannot yet define? How do we anticipate the answers before we even know the questions? What steps can we take to ready our team to face adversity in whatever form and on whatever field it chooses to engage us?

Conquering adversity can be a superhuman challenge—one that

requires someone who can lead us through even the most harrowing circumstances. Here are six strategies that can make a difference:

Strategy #1: Affirmation—This starts with recognition of your bedrock values—those unshakable elements of your character that do not change with the wind. Heroes don't just stand *for* something, they stand *on* something—and that something is an unwavering set of principles and values that help them stand up when they've been knocked down. Affirmation knows who we are—at our core—before the bottom falls out so that when we need sure footing, it is there. Interestingly, what is true for ourselves is true for our organizations; not just what do we stand *for* but what do we stand *on* as a department, campus, or organization?

Strategy #2: Expectation—Life isn't fair, so don't expect it to be. The implied truth is that life does not adhere to a fairness standard—bad things do happen to good people. We are often faced with situations that are unjust, unfair, or untrue, but the reality of leadership is that even in the midst of these disappointments, we must still excel. It starts with the conscious decision to act rather than

lament. Avoid “Why? Traps”—those tormenting questions that beckon us to search for answers that simply are not there. Why something happened is less important than how are we going to deal with it now. Some questions need action, not answers, so put unfair situations behind you and move forward with what needs to be done.

Strategy #3: Communication—To be effective in overcoming adversity, we must be as comfortable speaking our hearts as we are speaking our minds. Communication is about timely sharing of what we feel, not just what we know. This is a difficult because we guard our emotions closely, especially in professional settings. Yet, the most effective leaders have an ability to connect personally with those they lead. Give people a plan, and they will follow it. Give them a vision, and they will move mountains. Senior leaders must accept that the productivity, effectiveness, and quality of work that we are responsible for is directly linked to the bonds we forge through communication with the people we lead.

Strategy #4: Locomotion—*In the struggle between stone and water, in time, the water wins.* This Chinese proverb captures the essence of the locomotion strategy—picture in your mind the Grand Canyon for visual validity of this wisdom. Purposeful motion is a powerful tool for reshaping our reality, especially in the face of adversity or crisis. Military pilots learn a phrase—speed-is-life—that teaches them to accelerate in an emergency. The reason is that the aircraft generally handles better at a faster airspeed so the pilot's margin for error increases. Essentially, they can make more

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mistakes handling the crisis and still survive. It is a great lesson for leaders on the ground facing adversity. Locomotion also reminds us as leaders that imperfect action trumps perfect planning—it is almost always better to do *something*, than sit idle in a crisis. Stagnation breeds fear, action breeds solutions.

Strategy #5: Collaboration—

Conquering adversity is a team effort. Collaboration is about building a network of relationships *before* adversity strikes. You cannot build a shelter in a hurricane, so developing a strong circle of support *now* is critical. Who can you count on? What partnerships can you strengthen? People are willing to help when they know that help is both welcomed and appreciated. Take the time to develop working relationships with as many people as possible to build a healthy network of contacts.

Strategy #6: Celebration—Even in the midst of serious adversity, there will be small victories—celebrate them. Celebration recharges our emotional batteries, strengthens the ties with our support team, and acknowledges progress no matter how modest. What have we already achieved? How far have we come? Find reasons to share a smile or a laugh, or to pass on a word of encouragement. Celebration is the rest stop we take on the long, often grueling, journey of leading our team through difficult times. If we are not watching, then we will miss a host of positive moments and the opportunity they present to reward, refresh, and recommit our team to the broader goals. In the midst of adversity, there is a hero inside each of us. As leaders, when we discover and unleash our own hero, we facilitate that process in those around us. And, not surprisingly, there is no adversity that a team of heroes cannot conquer. ¶

Five Things You Can Do For Your Team

- 1. Anticipate adversity:** It's never a matter of if, only when, so prepare in advance and discuss various scenarios with your team. Remember, in a crisis, it's easier to adapt an existing plan than create one.
- 2. Provide resources:** Create a resource island in the workplace with books, articles, pictures, and commentary about overcoming adversity, challenge, or change. Challenge people to be continuous learners. Educate your team!
- 3. Build rapport:** "You cannot build shelter in a hurricane." Conquering adversity requires a team and teams are built long before they hit the field. Invest in teamwork training, invite other departments, and broaden your contact.
- 4. Celebrate small things:** More goodwill has been generated over a pizza lunch than all the formal recognition programs put together. There is no such thing as a small "thank you" so find reasons to post good news, to gather the team informally, or just make a big deal out of something special in someone's life.
- 5. Invite inspiration:** People need to be inspired and motivated from time to time so make it a priority. Invest in the internal fortitude of the team by engaging quality speakers, field trips, social gatherings, and a commitment to work-life balance.



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NEW PRESIDENT SEES

“Bigger” things ahead for APPA

Alan S. Bigger Helps to Position APPA for its Second Successful Century
as the Association of Choice for Facilities Professionals Worldwide

By Ruth E. Thaler-Carter

Anyone who witnessed his Maryland blue crab speech during the award's banquet at the July APPA 2007 conference in Baltimore, Maryland, knows that new APPA President Alan S. Bigger lives up to his name—he thinks bigger, broader, and bolder.

The presidential gavel has been passed from Immediate Past President Christopher K. Ahoy to Bigger, and APPA members can expect a smooth transition of leadership. Bigger's goal is to build on APPA's 7 Key Strategies and new brand identity. He offers a three-fold theme for his presidential year, which will help with the implementation efforts:

- **Carpe diem:** Seize the day
- **Renovare:** To make new
- **Kaizen:** Continuous and orderly improvement

“These three terms summarize my vision for APPA's continuous growth, as I am committed to building on the stellar achievements of my predecessors,” says Bigger. “We have a focused strategy, new brand identity, and committed membership and staff—if we don't aggressively move forward now, we'll miss valuable opportunities to effectively serve and lead the profession.”

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2007-08 APPA President Alan Bigger received the ceremonial gavel from outgoing president Chris Ahoy during the closing awards banquet at APPA 2007 in Baltimore, MD.

New Horizons Abound

Being APPA president is one of two new positions Bigger is settling into—after more than 16 years as director of building services at the University of Notre Dame in Notre Dame, Indiana, Bigger is now the director of facilities at Earlham College in Richmond, Indiana. He started his new job on September 17.

“I would have been perfectly happy to stay at Notre Dame indefinitely,” Bigger says. “All universities have buildings, but they would be nothing without the people, and I was in a community of great people at Notre Dame.”

At Notre Dame, Bigger managed services for a campus with more than 6 million square feet of buildings, more than 100 buildings, 400 apartments, and 6,300 beds; a custodial



Bigger's jovial personality and passion for the advancement in the facilities management field, and commitment to share knowledge and resources internationally is a great asset for APPA.

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operation with 250 full-time employees; pest-control management; a warehouse operation; and campus recycling and solid-waste programs that handled more than 14 million pounds of products in a recent fiscal year. He was responsible for more than \$350,000 in diversion savings in a fiscal year from recycling operations. During the summer, Bigger also coordinated the use of residence halls by more than 20,000 guests a year.

Bigger says that Notre Dame's administration paved the way for him to participate in APPA at the regional level and move up the chain of command.

"I couldn't have become APPA president without Notre Dame's support," says Bigger. "They understood that APPA's resources and membership base benefits the school and facilities staff by providing tools to enhance our campus offerings and solutions to facilities challenges."

He is now taking the experiences he gained at Notre Dame and applying them at Earlham College. Located on an 800-acre, tree-shaded campus, Earlham is 65 miles from Indianapolis, Indiana and Cincinnati, Ohio.

"We chose Alan because of his enthusiasm for facilities management and the thoroughness of his approach to facilities issues," says Richard Smith, vice president of business and finance at Earlham, which is one of the country's leading Quaker (Religious Society of Friends) colleges.

Smith says this is an important quality since Bigger will have a closer relationship with the nearly 1,300 students enrolled because of the smaller community and Quaker philosophy of consensus-building and interaction between faculty, staff, and students. Bigger is up to the task.

"Earlham is a unique college and the director of facilities is involved in all aspects of the facilities portfolio, which will be a new opportunity for me," says Bigger. "Also, like Notre Dame, Earlham is a values-based religious institution that is very supportive of APPA."

At Earlham, Bigger will oversee an operational budget of about \$3.5 million, along with 20 direct employees and 30 outsourced custodial and housekeeping staff. Bigger will also be involved with new construction, which includes the completion a cycle of residence hall renovations by 2010.

Smith adds that Earlham has completed conceptual design of a new fine arts facility and a natural science complex. He believes Bigger's connections with APPA, its partners, and other related organizations is key as he appreciates the work and stresses facilities managers deal with.



The University of Notre Dame's landmark Golden Dome at dusk. At Notre Dame, Bigger managed various services for a campus with more than 6 million square feet of buildings, 100 buildings, 400 apartments, and 6,300 beds.

"Through APPA, Alan will come in contact with facilities managers who have creative solutions to the various facilities challenges facing higher education in the next decade," says Smith. "Some of those solutions will be applicable immediately to the challenges that we face at Earlham; other solutions may help us with future problems of which we are not yet aware. And, as for every facilities manager, the contacts and networking will be a tremendous resource."

The Road Less Traveled

Bigger did not take the traditional path to the educational facilities management field. He initially came to the United States from his native Dublin, Ireland to go to college in the 1970s. He received a bachelor's of science degree in liberal arts from the State University of New York and master's of arts degree in communications and human relations from the University of Northern Colorado. He did post-graduate work in organizational communications at The Ohio State University. Bigger also honorably served in the U.S. Air Force for 10 years where his positions included inventory management specialist, human relations instructor, drug and alcohol counselor, and management instructor.

From 1983-87 he was an administrative technician at the South Texas Hospital, Harlingen, Texas. He also worked as a sales representative for Sears, Roebuck Company and a teaching assistant at Ohio State.

He first joined APPA when he was on staff at the University of Missouri, Columbia, from 1987-90. He began as the training and development coordinator for a large facilities management group and then became the assistant superintendent of building services.

"Over time, I found my strength was more in dealing with people and maximizing the efforts of others," says Bigger. "It was in Missouri where I gradually moved into building and facilities management. The key thing that tied it all together, though, was the idea of relationships—building relations with people. This is a philosophy I learned from Past APPA President Gary Reynolds—leadership is personal. No matter how technological we become, it's still always about people."

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Sharing Knowledge, Serving APPA, and the International Frontier

Because sharing knowledge with his colleagues is important to Bigger, he has deposited his expertise into many APPA and industry projects. He contributed to the *Hazardous Materials and Solid Waste Management and Custodial Staffing Guidelines* books and various other APPA publications. Bigger counts his involvement in producing the *Custodial Staffing Guidelines* book as an opportunity to learn and found the experience to be equally humbling when the book became a bestseller for APPA. He says the book's popularity reinforced a sense of being valued and respected by his peers.



APPA's triple threat: carpe diem, renovare, and kaizen, aka, Alan Bigger, Chris Ahoy, and President-elect Bill Elvey pose for a photo during the APPA 2007 conference in July.

A registered executive housekeeper, Bigger was also involved in compiling the Frontline Training Program for the International Executive Housekeepers Association (IEHA) and writing more than 325 articles for trade journals in the facilities and housekeeping arenas. He has shared his knowledge in more than 100 Frugal Housekeeper columns for *Executive Housekeeping Today*. An anthology of all of his columns will be published by IEHA in October.

One practice Bigger wants to expand on is engaging the international facilities management community, which was something Chris Ahoy brought to his presidency. Through APPA, Bigger has traveled throughout the United States and to Singapore, Australia, and New Zealand. He hopes to use the international relationships to bridge the knowledge gap

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A view of the lobby of the Athletics and Wellness Center at Earlham College.

Continued from page 20

by encouraging more involvement and making APPA's key performance indicators more international in scope.

"For APPA to be the association of choice for all its members—which includes our international members and partners—it is our responsibility to research and disseminate meaningful benchmark data that transcends international boundaries, such as energy use, technology, and other aspects of today's facilities management challenges," says Bigger. "Once we get to that point, that's where the strength of these

indicators will be because it's not going to come from any other organization on this broad level."

Bigger's involvement with APPA has included serving on two APPA Facilities Management Evaluation Program (FMEP) teams, speaking at the Midwest APPA (MAPPA) regional meetings, and at international conferences; as president of MAPPA and in two terms as APPA's Vice President for Professional Affairs. He has completed APPA's Leadership Academy and the Facilities Management Institute, as well as completing the Leadership South Bend-Mishawaka training program sponsored by the St. Joseph County, Indiana, Chamber of Commerce. Bigger has also been active with the Association of College and University Building Service Supervisors (ACUBSS) and the International Executive Housekeepers' Association (IEHA) and has served two terms on the technical Advisory Committee of IEHA. He is currently conducting a joint research project with Dr. Jeff Campbell at Brigham Young University that is co-sponsored by APPA's Center for Facilities Research (CFaR) and the International Sanitary Supply Association (ISSA).

Addressing Industry Trends and Challenges

Bigger believes competition for scarce resources is the biggest issue for the facilities management industry.

"One area of a university can generate the revenues for a new building, but maintenance costs may not be able to keep

up with capital investments," he said.

"Public institutions face the same challenges—there isn't as much glory in a donated roof as a donated building. There are only X number of dollars to go so far."

He also notes the landscape of an institution also changes, both literally and figuratively, based on the nature of students, which evolves over time and creates yet more challenges for facilities management.

"As student values change, it leads to unique challenges for the university. The ability to respond to these changes can be very expensive," says Bigger.

In his years with Notre Dame, Bigger saw these demands and their effects on facilities management efforts. The increased desire for cutting-edge services and the latest technology requires facilities managers to be innovative and flexible. During the last 10 years, service technologies moved from cable television, to fiber optics and a computer for each student, to wireless technologies with greater demand for more bandwidth and higher speed.

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"Notre Dame has been in existence since 1842," Bigger says. "Changes in building design and services are happening more rapidly each year, and to remain competitive universities need to provide the services and deliverables that the increasingly savvy student-consumer is expecting of the education market. Timeframes for upgrades and responses are getting tighter and tighter. Systems that were designed correctly at the time they were created are now too slow. There's a constant churn and change in the educational process, and the evolution of technologies becomes very expensive in our own time."

Libraries, Bigger adds, are an excellent example of the changing demands on facilities.

"Students want access to information online, so they use libraries less," he explains. "Libraries are evolving into open-source environments. Soon, we may not have or need large buildings for libraries."

Bigger warns his colleagues to prepare for challenges created by the sustainability movement.

"We have to fund and adapt now even though change can come again in another five years," he said. "It's similar to the asbestos issue—in the future, we could find out that some common item today is equally dangerous."

APPA's part in this evolution-and-response pattern will continue to be providing information, research, educational programs, and resources that are cutting-edge, Bigger says.

"APPA needs to be the go-to resource. We are aware of the need for robust interface with the Web—if people don't find the information they need from us, they'll go elsewhere," he says. "Our training programs and resources, such as the Supervisor's Toolkit, are already one response to such needs, but we must remain vibrant—we can't rest on the teachings of yesterday. We have to be responsive to new stakeholders' needs and drivers. We have to listen so we become what our members want us to become. We have to benefit the member, not the organizational structure."

Like many members and eventual leaders, Bigger is an example of the value of APPA's personal connection. He became involved with APPA because people in the organization extended an



This aerial view of The Heart—Earlham's symbolic center of the 800-acre tree-shaded campus—shows five of the seven residence halls available to students. There are an additional 30 theme houses for students to live in as well.

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Founded in 1847 by the Religious Society of Friends (Quakers), Earham College is an independent, four-year, coeducational, residential institution of higher learning. Earham develops in its students broad and deep competencies in both traditional and emerging disciplinary and interdisciplinary fields.

invitation and advised that an APPA membership would lead to professional growth.

“(Past President) Ron Flinn talked to me and explained some of the benefits,” he says. “APPA helped me grow. I learned about APPA’s education and leadership programs, and I became in various offices at the regional level and eventually president of the MAPPA region. APPA has helped me mature

and network, and put me in a position to give back to the organization.”

Bigger believes APPA must also consider its changing membership. He recalls a presentation by Past President Jack Colby, and says Generation X, Y, or Millennial workers may have more interest in a shorter-term commitment to their jobs. Because of that, he advises APPA to be more sensitive to an ongoing cadre of members who may need more varied programs and services.

“Generational issues are critical; we have to meet their needs or they will not participate,” Bigger says. “We’ve noticed a decline in voting, for instance, which I think also ties into values that we have to assess as well.”

“Many of our long-time members are starting to retire—about 30 percent over the next five to seven years—



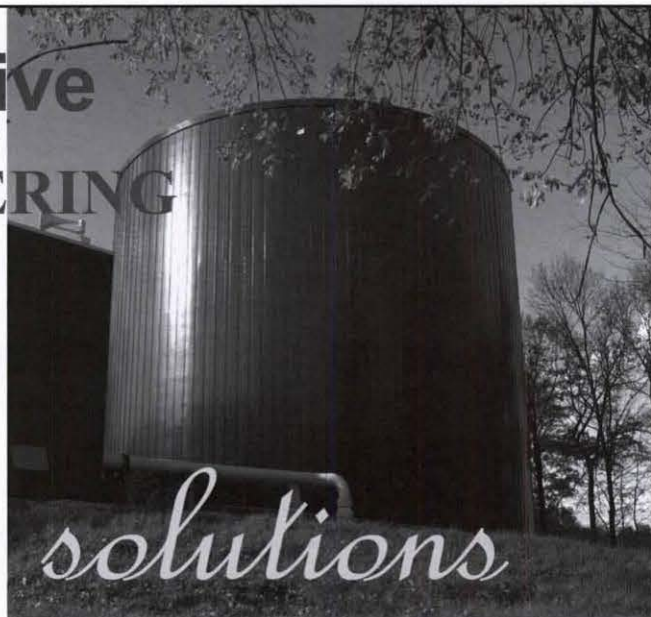
This Earham student represents the modern-day campus life—relaxed study environment with music and a computer. At Earham, Bigger will oversee an operational budget of about \$3.5 million, along with 20 direct employees and 30 outsourced custodial and housekeeping staff.

so we have to be proactive in reaching out to identify and respond to drivers that are very different from when APPA was founded,” he adds. “For instance, certification is important to today’s members because it enables them to be more mobile, and today’s young professionals want that flexibility. It’s not just about getting members, but being committed and involved.”

In short, Bigger simply wants to spread his passion for APPA and facilities issues to the entire membership and surrounding industry community. He likes to see people advance and believes APPA involvement is the best way to do just that.

People may wonder what keeps Bigger so jovial and centered. He would tell you his focus on this family and community. He calls his wife Linda the brains of the operation. “I’m the brawn,” he quips. He has five children—three who are over 26 years old (a son in Iraq, a daughter who is a social worker, and another daughter who is an Emergency Medical Technician)—and twin 10-year-old boys, who are ever-present at APPA events.

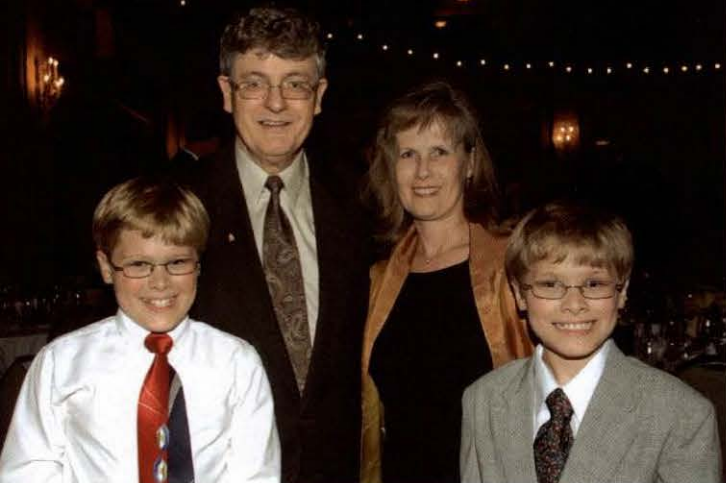
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Alan, his wife Linda, and the twins, Stephen (l) and Phillip (r) enjoy a family moment after Bigger's rousing Maryland blue crab speech at APPA 2007.

Outside the profession, Bigger also leads in various community organizations. He has been a deacon at several churches, served on the board of leadership for South Bend/Mishawaka, and as president of the Shamrock Club. Bigger has also served on a funding-allocation panel for the St. Joseph County United Way and as coordinator of From Old2Gold, which raised more than \$43,000 for 39 charities in 2007 while diverting over 80 tons of usable items from the landfill.

Professional Milestones

- 2004 Cleaning Maintenance & Management Person of the Year
- 2004 William D. Joyner Achievement Award
(International Executive Housekeepers' Association)
- 2004 MAPPA President's Award
- 2003 APPA Meritorious Service Award
- 2002 President's Award (University of Notre Dame)

"Being recognized by my peers with these awards was an honor, but it was also humbling," says Alan Bigger, APPA president. "If your peers recognize you in such a way, it's especially meaningful because they're also your greatest coaches. Such an award also illustrates one's value to an organization."

Bigger anticipates Earlham's rural setting will be good for his family. He found it amusing that his twins approved of his new job, and move to a new town and school, but they had one mandate: No matter what Bigger did professionally, he must stay involved with APPA. ☞



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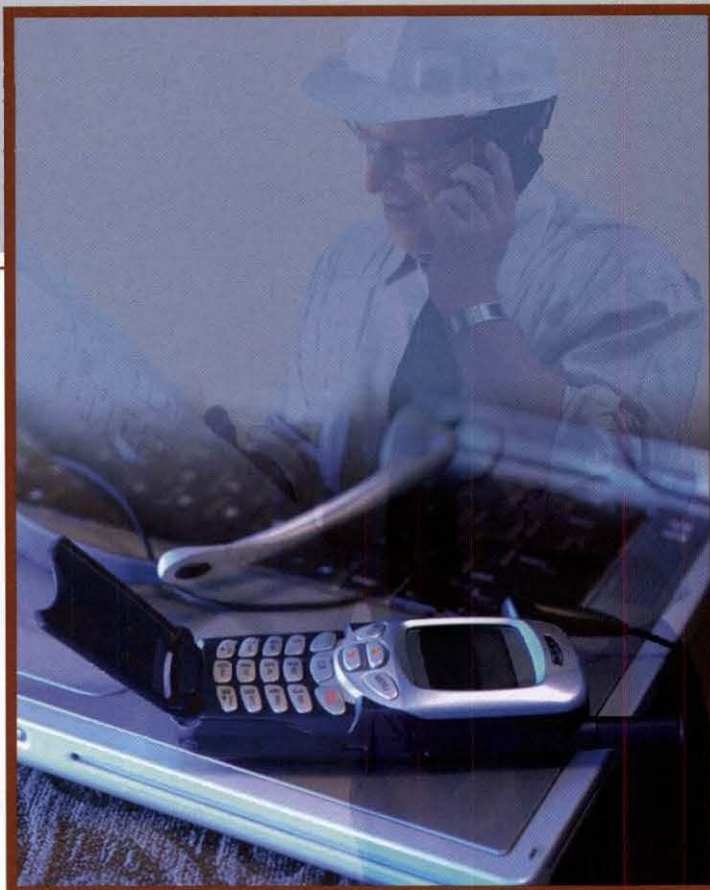
One Campus Facility Manager's Experience with Wireless Technology

By Russell B. Woodard

When people get stuck in an elevator, they panic. They are afraid the elevator will drop or that they will be trapped for hours. It is essential to get them out quickly and safely. All elevators on our campus at Indiana University Purdue University Indianapolis (IUPUI) are equipped with emergency phones that connect with a campus operator who sends an electrician to the rescue immediately.

Not long ago, we discovered just how much new wireless communication devices—that we deployed to our electricians and other staff—have improved the elevator emergency response process. The Push-To-Talk (PTT) walkie-talkie feature on these devices makes our communication with our maintenance workers quicker and more reliable.

When an elevator got stuck in the Gatch Clinical Building and the trapped passengers called for help, the operator alerted the nearest electrician using PTT. The electrician responded immediately. After he had already rescued the passengers and started his repairs, the electrician's old emergency notification system, a pager, alerted him to the situation. Both notifications were sent simultaneously, but the



page took much longer to process. It's amazing how real-time information has increased our ability to serve our customers.

Our decision to move away from pagers and an old 800-megahertz analog radio system was not a quick decision. The radio system was not reliable and we would often hear noise from other channels or simply had no signal in basements and other enclosed areas. We considered upgrading to a new digital radio system, but determined it would be

financially difficult to do. The new radios would have cost between \$2,500 and \$4,500, and we needed to replace at least 100 radios—a cost well beyond our budget. An alternative to the radios was using a cellular provider for walkie-talkie service. After much testing, we found a system with Nextel that provided us with better coverage than the old radio system was able to provide. The communication devices were also capable of receiving pages and text messages. This was a more affordable solution than our monthly expenses for pager and radio service and equipment maintenance.

In addition to the PTT, we also implemented the use of a system called MobileFM™ Instant, developed by MAXIMUS in partnership with JumpStart Wireless Corporation. This product has simplified the workflow process by converting our maintenance forms from paper to electronic format. These electronic forms are available on our technicians' devices, and now our crews do their "paperwork" without

Russ Woodard is maintenance project manager at Indiana University Purdue University Indianapolis. This is his first article for Facilities Manager. E-mail him at ruwoodar@iupui.edu.



Jeff Smith is a master carpenter who works in maintenance at Indiana University Purdue University Indianapolis. He has learned to use the new wireless technology well and the device saves him time in processing work orders.

paper. Work orders, time cards, and status updates can be entered and updated in the field. New job information is automatically sent to the technician's device as soon as it is entered in the computerized maintenance management software we have used on campus since 2001. When a job is completed, the updated work request information is sent directly to the system. There is no need for paper work orders or time-consuming data entry. We have an instant record of all our work and we have virtually eliminated a backlog of completed work needing to be closed.

In the past, workers had to return to their shops to pick up paperwork when they received a new job. Now that they receive their work electronically, they no longer have to return to the shop throughout the day.

The wireless system saves time and money. In the past, workers had to return to their shops to pick up paperwork when they received a new job. Now that they receive their work electronically, they no longer have to return to the shop throughout the day. We estimate that we save about \$300 a month with each device in the field. With about 100 workers using the hand-held wireless devices, that translates to about \$30,000 a month, or approximately \$360,000 a year. While there are some costs associated with the devices and software, they are quickly offset by the savings we have realized.

We use Motorola devices with a data plan to manage work orders and time cards in the field. The two-way communication—both voice and data—is essential. We started testing the wireless system in our facilities department in July 2006 and we now have over 370 employees using the walkie-talkie feature and about 100 using the mobile work management. IUPUI is an urban campus, located in downtown Indianapolis, with more than 100 buildings, 6 million assignable square feet under roof, and growing.

Adding More Efficiency

Our Indianapolis campus is divided into six maintenance zones, each with a team of between 12 and 15 technicians responsible for maintaining a specific group of buildings. The team consists of carpenters, plumbers, electricians, and others who provide heating, cooling, lighting, and all electrical work. They also take care of machinery and handle all sorts of maintenance requests.

Our zone system helps the maintenance team not only know their customers and buildings better, but now the crews are able to respond more quickly. Five customer service associates handle all customer requests. We use direct connect "push to talk" to contact the right person, making sure he or she is available and can respond quickly. Once the technician changes the work order status code to "In Progress," the status update is transmitted to our computerized maintenance management system.

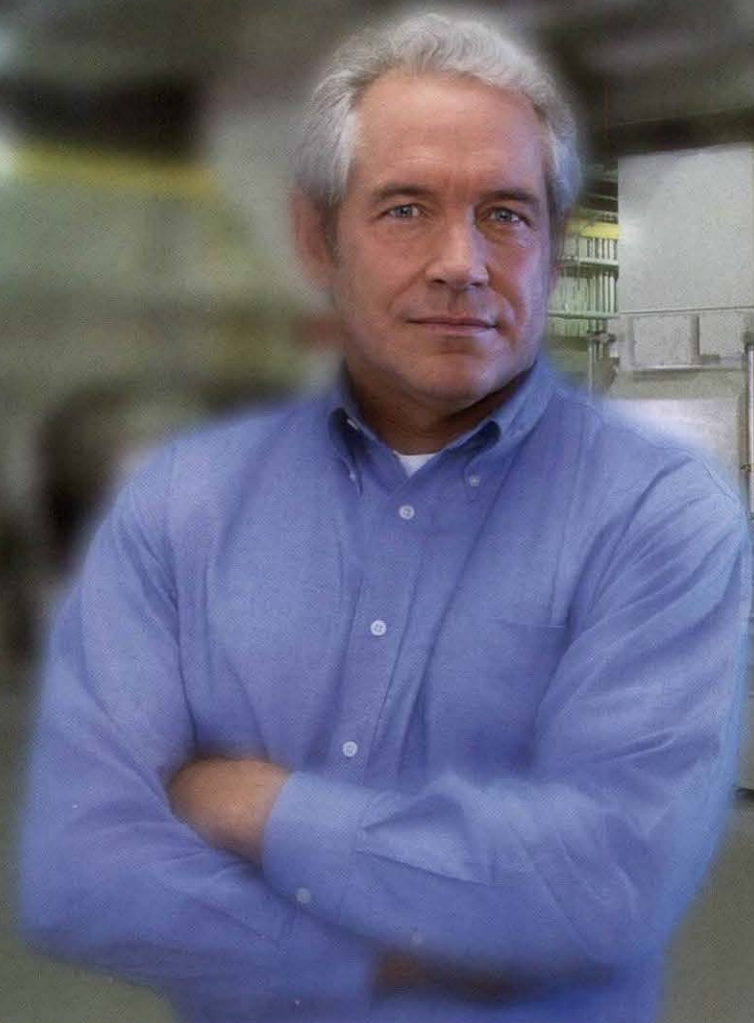


Master electrician Ken Flodder uses the Push-To-Talk walkie-talkie feature on his emergency phone to quickly respond to maintenance calls on campus.

The maintenance crew has suggested modifications to the new wireless solution. The solution providers have been receptive to the suggested modifications and have incorporated these requests into a new release. We suggested adding running totals on timecards, which was implemented shortly after we presented the idea. This feature is perfect for wireless paperless timekeeping.

The real success is that everyone acclimated to this new technology very well. It is exciting to know that our successful implementation experience and suggestions for improvements will benefit others who decide to take advantage of this technology. I'm always glad to talk with others about the challenges they face. We live in a world of ever increasing technology, and utilizing wireless systems like these work for the benefit of our university and our customers. ¶

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APPA 2007 Conference Highlights

Back to the Future • July 15-17, 2007 • Baltimore, MD

Compiled by Kisha D. DeSandies • Photos by Rhonda Hole

Thank you to everyone who participated in this year's annual meeting events—APPA 2007 and SFO Summit. View all the exciting moments on our online photo album at www.appa2007.shutterfly.com.



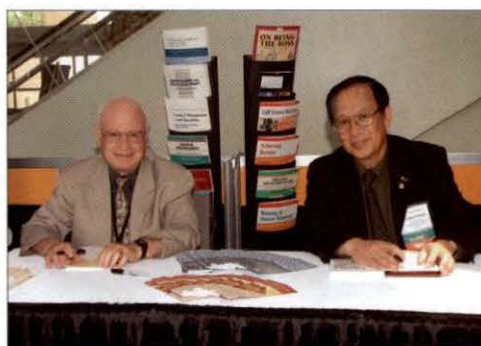
SRAPPA representatives Marion Bracy & Ron Brooks enjoy the annual Welcome Party, sponsored by Johnson Controls, Inc.



Congratulations to all who participated in the 10-year anniversary Fun Run/Walk, sponsored by TMA, Inc.



Craig Bell from Sodexho talks to a member about advances with APPA's CFaR program.



Big smiles from APPA's newest book release authors Rod Rose and Chris Ahoy.



A view of members as they register and network at the Baltimore Convention Center.



Exhibitors and members on their way to an informative APPA session.

SFO Summit

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

The inaugural Senior Facility Officers Summit—held July 13-14, 2007—was a huge success. An invited group of senior facilities officers, who report to ranking non-facilities members of their institutions' administration, participated in the event. This opportunity for these SFOs to talk specifically about their issues and network with each other was invaluable.



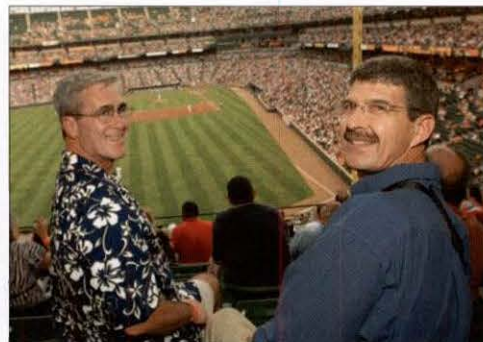
Brooks Baker and Curtis Reynolds conversing at a reception, during APPA's inaugural SFO Summit.



SFO attendees spent an evening at Baltimore's National Aquarium, sponsored by Woolpert, Inc.



Kevin Folsom, SFO Summit Committee member, provides the group with a few thoughts during a session.



Mike Sofield and Reenen du Plessis enjoy watching the Baltimore Orioles play the Chicago White Sox.



SFO participants reconnect with old friends and meet new colleagues.



Suzanne Healy assists two members with their SFO Registration.

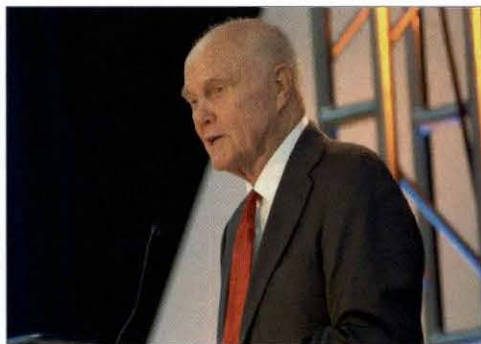
Keynote Speakers

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

APPA 2007 featured a new strategic focus with speakers who shared creative and innovative thoughts about the future solutions to pressing issues in energy strategies and sustainability, workforce demographics, and emerging technologies. Keynote speaker John Glenn gave a presentation that set an upbeat tone for the conference. He also challenged APPA to boldly pursue the best in the future of facilities management.



Robert Morro (son of Bob from Villanova University) was honored to meet astronaut John Glenn. He did a school report on Glenn earlier this year.



John Glenn



Joel Makower



Ray Kurzweil



Susan Annunzio

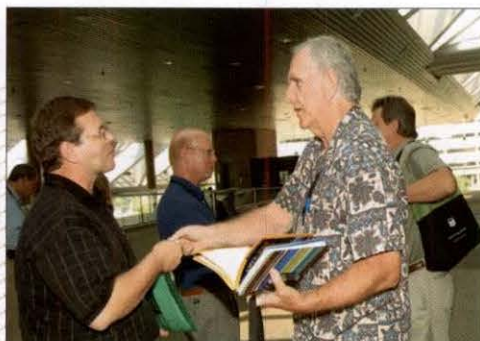


Tim Sanders

Sessions & Networking

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

The Educational Program and APPA 2007 Program committees presented an enhanced framework for APPA 2007, which consisted of a daily opening plenary and general session, followed by panel and breakout sessions designed to provide attendees the latest information on trends, issues, and solutions in the educational facilities management field.



Hall of Resources

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

Nearly 200 of APPA's Strategic Business Partners and Business Partners showcased their cutting-edge solutions and services, which provided attendees with practical tools and technologies to use on their campuses.



2007 Awards

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

President's Award



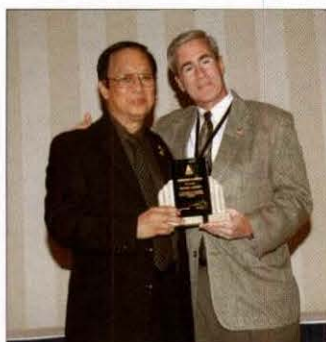
Bob Carter
University of Guelph



Jack Colby
North Carolina State University



Reenen du Plessis
Stellenbosch University



Mike Sofield
Smithsonian Institution

CFaR Research Awards

Left: Gary Reynolds and David Cain (not pictured) were honored for their work on *The Impact of Facilities on Student Recruitment and Retention*. Terry Ruprecht, Doug Christensen and Rod Rose received the award for their book, *Buildings...The Gifts That Keep on Taking*. **Right:** For the second year, Brigham Young University students led by Jeff Campbell, received the CFaR Student Research Project Award.



2007 Awards

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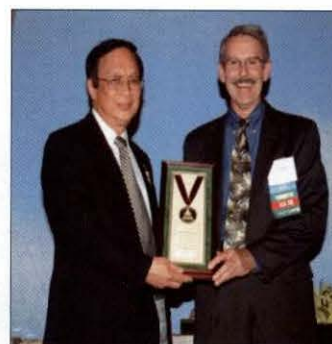
Meritorious Service Award



Polly Pinney
Arizona State University



Sam Polk
Tennessee State University



Terry Ruprecht
University of Illinois/
Urbana-Champaign

Pacesetter Awards



James Barbush, Marion Bracy, Michelle Estep-Frederick, Ron Brooks, and Clay Shetler. Not pictured: Mark Shively.

Rex Dillow Award



William A. Daigneau
University of Texas
M.D. Anderson Cancer Center

Staff Recognition



Steve Glazner
25 years of service to APPA

Awards

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

Outgoing Board Members



Bob Carter
Secretary-Treasurer



Dan Johnson
VP for Professional Affairs

2007-08 APPA Board of Directors



Front row (l-r): Chris Ahoy, Nancy Hurt, Alan Bigger, Bill Elvey, Polly Pinney, Mike Sofield, Kevin Folsom, Darrel Meyer, Glenn Smith, and Scott Burns. **Back row (l-r):** Eakle Barfield, Dave Mil-lay, Tommy Moss, Greg Fichter, Jerry Carlson, Buzz Nelson, Willy Suter, Joe Fisher, and Marion Bracy.

Senior Regional Representatives to the Board



Chris Ahoy (left) awards the 2006-07 Senior Regional Representative to the Board for their service (l-r): Robert McMains, Greg Fichter, Towny Angell, Ron Smith, and Leon MacLellan.

2007 Awards

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

Individual Rising Star Award



Tim Haley
Carter & Burgess, Inc.

*Not pictured: Kristin Comer,
Carter & Burgess, Inc.*

Eagle Award



Brad Peterson
ARCHIBUS, Inc.

*Not pictured: Laura T. Long,
LTL Collaborative, LLC*

APPA Strategic Business Partners

- Alpha Building Corporation
- Applied Management Engineering, Inc.
- ARCHIBUS, Inc.
- Carter & Burgess, Inc.
- Cutler Associates, Inc.
- Facility Engineering Associates
- FAMIS Software, Inc.
- Gali Service Industries, Inc.
- Haley & Aldrich, Inc.
- Johnson Controls, Inc.
- JumpStart Wireless



- Lerch Bates, Inc.
- Marcis & Associates, Inc.
- Motion Control Engineering
- Sebesta Blomberg & Associates
- Siemens Building Technologies
- SSC Service Solutions
- Sodexo Campus Services
- Stanley Consultants
- Spirotherm, Inc.
- TMA Systems, Inc.
- UNICCO Service Company
- Van Deusen & Associates

Friend of APPA Award Recipient



GALI Service industries, Inc.

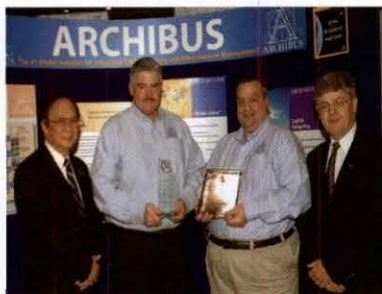
2007 Awards

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Platinum Award Recipients



Applied Management Engineering, Inc.



ARCHIBUS, Inc.



Carter & Burgess, Inc.



Johnson Controls, Inc.



Sebesta Blomberg & Associates



Siemens Building Technologies



Sodexo Campus Services

2007 Awards

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Gold Award Recipients



TMA Systems, Inc.

Not pictured: Adams FM², Gilbane, Heery International, IBM, Kewaunee, UNICCO Service Company, and Woolpert, Inc.

Silver Award Recipients



**Einhorn Yaffee Prescott
Architecture & Engineering, Inc.**



Honeywell, Inc.



RS Means

Not pictured: Tanox, Inc. and the U.S. Environmental Protection Agency

Bronze Award Recipients



Marcis & Associates, Inc.



SchoolDude.com



Spirotherm, Inc.

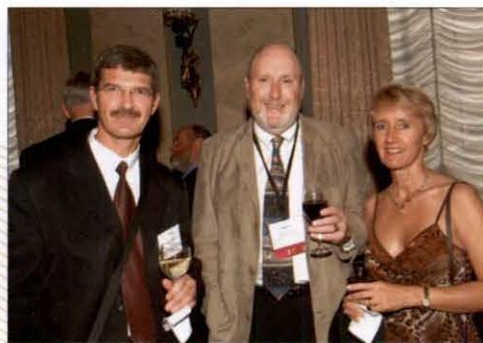
Candid Shots

APPA 2007: Back to the Future • July 15-17, 2007 • Baltimore, MD

All APPA 2007 presentations are available at www.appa.org/education/appa2007/edsessions.cfm.
We look forward to seeing you July 9-11, 2008 in San Antonio for **APPA 2008: Good to Great**.



APPA Staff





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APPA'S HIGHEST INSTITUTIONAL HONOR, the Award for Excellence (AFE) in Facilities Management, recognizes those educational institutions whose facilities management organizations demonstrate quality in overall operations and effectiveness. Only 34 institutions have received this distinct honor. The AFE award is based on a set of criteria, which include:

- Leadership
- Strategic and Operational Planning
- Customer Focus
- Information and Analysis
- Development and Management of Human Resources
- Process Management
- Performance results

Evaluation for the award consists of two parts: a self-evaluation addressing specific, stringent criteria, and a site visit by a team from the Professional Affairs Committee to confirm the accuracy of the self-assessment. Applying for and receiving the AFE is no small task for an institution. It takes teamwork from everyone within the facilities organization and requires coordination and motivation from the top levels of leadership.

This year, the Professional Affairs Committee reported one of the largest pools of applications for this award to date. Seven institutions applied for the award, and five were successful in their bids for excellence.

View past winners at <http://www.appa.org/recognition/excelwinners.cfm>.





**CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO**

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

BY TONY SIMPSON

Tony Simpson is the senior director for facilities services at California State University, San Bernardino. E-mail him at tsimpson@csusb.edu.

California State University, San Bernardino's Office of Facilities Services has one of the most scenic campuses in California. The spacious grounds and beautiful facilities are handsomely silhouetted by the San Bernardino Mountains. Modern buildings have left plenty of room for expansion, so greenery greets the eye everywhere. Any of the 16,500 students who attend academic classes at CSUSB will tell you that Cal State San Bernardino is a wonderful place to grow and develop.

Cal State San Bernardino's Facilities Services department maintains consistent involvement with the 23-campus university system's Quality Improvement program, using tools such as performance measurement, process improvement, and the balanced scorecard, designed for strategic planning of the department's goals. These tools aid the staff in determining whether standards are being met.

The Facilities Services Department's mission is to meet the increasing demands of a rapidly changing environment and provide services in a proactive, responsive, cost-effective and service-oriented manner that parallels and supports the university's strategic plan. Our employees are the backbone of this mission. We will strive to ensure that our employees receive appropriate training so that they are prepared for the demands of the future. Their ability to meet these demands enhances the department's and their individual reputations. We will encourage career and personal growth. Involvement with training, teamwork, trust, and respect are essential to our success. We will continually strive to improve our services, customer satisfaction, values and safety within the boundaries of our resources. The mission is to provide a quality and safe environment for our customers and employees and demonstrate stewardship of the physical assets of the campus.



Staff from the Cal State San Bernardino Facilities Services department receive their Award for Excellence at APPA 2007 in July. The department maintains consistent involvement with the 23-campus university system's Quality Improvement program.

The Facilities Services Department uses a balanced scorecard, which clearly defines strategic plans through four specific goals and their corresponding strategies:

- 1. Financial:** Provide efficient, cost-effective services and maintain campus facilities to maximize the life cycles of our physical assets.
- 2. Customer Perspective:** Deliver quality services that satisfy customer requirements.
- 3. Internal Process Perspective:** Design and implement more effective and efficient process.
- 4. Innovation and Learning:** Foster a learning environment where employees are encouraged to develop their skills to meet the demands of the future.

At least once a year, the Facilities Services leadership staff visits each building on the campus to meet with building occupants, walk building areas, and document concerns that need attention. A few weeks in advance of this visit, Facilities Services personnel send an e-mail to the building occupants inviting their participation and/or comments. These walk-throughs have proved to be most beneficial in establishing a rapport with facility users. For more than 17 years, the Administration and Finance Division, which includes the Facilities Services department, has visited all campus departments every other year to assess the campus perception of the service provided by the division. The feedback received during these personal visits is used to determine process improvements that can be implemented to enhance the level of service that we provide to our customers, as well as to identify the areas in which we are performing well. These department visits have become a part of our Balanced Scorecard quality program.

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We use survey data as a process for self-improvement, always trying to refine and improve the services we provide to our customers. We also benefit heavily from APPA's Strategic Assessment Model (SAM) through validation of the various categories of higher education with those of our own university. Like other campuses, we consider the SAM an essential tool to achieve organizational excellence through continuous improvement. SAM enables us to assess our financial performance, primary processes effectiveness, and our ability to serve our customers in positive ways.

Although we have many terrific ways to recognize outstanding performance by individuals and groups, one of which we are most proud is our Facilities Services quarterly staff appreciation breakfast event. A team called the "Breakfast Club," composed of representatives from each of our departments, plans, and administers the event. Typically held during late morning four times a year, everyone gathers to be recognized for their valuable contributions and outstanding performance. Our university president and vice president for administration and finance always attend to thank everyone and present awards of recognition.

Cal State San Bernardino's Facilities Services department is extremely proud of all its employees who work so hard to maintain a quality campus environment. They certainly are deserving of this prestigious award. As Cal State San Bernardino President Albert Karnig says, "These are extraordinary people." Thank you, APPA. ♪

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HARRISBURG AREA COMMUNITY COLLEGE

BY JOSEPH R. WOJTYSIK

Joe Wojtyasiak is the executive director of the facilities management department at Harrisburg area Community College in Harrisburg, PA. E-mail him at jwojtyasi@hacc.edu. This is his first article for Facilities Manager.

Harrisburg Area Community College (HACC) in Pennsylvania is a vibrant, entrepreneurial community college serving 18,000 degree students and another 35,000 students in workforce development and community education programs. In 1964, the main campus at Harrisburg opened with three buildings. Today, the campus is recognized as a regional arboretum on 210 acres with 25 buildings.

Since those humble beginnings, HACC has expanded to a network of regional campuses:

- The Lancaster Campus opened its state-of-the-art, 60-acre, suburban campus in 2001 with a three-story main building replacing rented space used for more than a decade. Even as the doors opened, the building was at capacity. An academic building and a facility complex were added in 2004.
- The Lebanon Campus in the downtown central business district, literally rose from the ashes of a fire in 1990 to become an integral part of the city's revitalization program. The structure is highlighted by an impressive three-story glass lobby.
- The York Center opened in August 2005 with curved glass curtain walls, spacious classrooms and high-tech labs. The center opened with 900 students and by the fall of 2006 quickly grew to 1,400 students. This growth required expansion of the library and security department, as well as a computer lab, several classrooms, faculty offices, and an information technology center. Planning is under way for another expansion.
- The Gettysburg Campus, which moved to its current site in 1997, is an excellent example of adaptive reuse of



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HACC has expanded its regional campuses to enhance their programs and student services. APPA recognized their efforts with the Award for Excellence in July.

facilities. A former strip mall, the college already has expanded beyond the initial space for academic programs and administrative offices to add space for the nursing program and faculty offices. A recent "Growing Greener" grant from the Pennsylvania Department of Environmental Protection will provide bio-retention islands, recessed plant basins and trees to prevent parking lot water runoff from entering a nearby stream.

- HACC's Public Safety Center, located on the Harrisburg campus, annually trains more than 30,000 fire fighters, law enforcement officers, and paramedics, with programs ranging from one day to full semester courses. A certified General Motors training center offers certificates and associate degrees in automotive repairs.

HACC is known for excellent faculty, programs, and student services that provide an accessible, affordable, and quality education. Its facilities and campuses are equal or superior to those at major private universities. Educational courses are attended by both traditional and non-traditional students in such programs as healthcare, dental hygiene, workforce economic development, early childhood education, engineering, creative arts, computer sciences, culinary arts, business enterprise, and public safety.

The vision of HACC's president has transformed the college from a stagnant institution nine years ago to one that has experienced nearly 70 percent enrollment growth since 2000, requiring six new buildings and several facilities expansions. Of the two new buildings at the Harrisburg Campus, one is LEED Gold, the other LEED certified.

The facilities department now has a vision for continuous improvement. There have been substantial changes in the way work is scheduled and performed with a focus to identify and exceed customer expectations. Ninety-five facilities employees maintain and provide superior service in 32 buildings with 1.3 million square feet on 275 acres. Strategic goals are to:

- Improve customer service through upgraded equipment and training,
- Improve communications through face-to-face customer contact, and
- Empower employees through a supportive environment. Surveys and managing-by-walking-around (MBWA) have proven to be the best methods of getting feedback.

Since more than 62 percent of students choose their college based on first impressions, our staff is well aware of the importance of providing beautiful settings and well-maintained, clean buildings in a safe environment. To be successful, we continually find out what customers desire, and show them how we can provide it to them better than anyone else.

In the past, performance benchmarks either did not exist or were ineffective. Since 2003, a successful effort to function as "one college and one facilities organization" has provided the environment for effective change.

In the past, performance benchmarks either did not exist or were ineffective. Since 2003, a successful effort to function as "one college and one facilities organization" has provided the environment for effective change. Current benchmarks include:

- completing customer work orders within one week
- addressing customer comfort calls within one hour
- achieving a minimum average of 3.3 on a scale of 1.0 (low) to 4.0 (high) from customer satisfaction surveys when rating maintenance, grounds, and custodial functions

APPA Level 2 guidelines are used for maintenance, custodial, and grounds staff. The maintenance standard is "comprehensive stewardship" where direction, equipment and building components are organized and where timely customer response is provided. The custodial standard is "ordinary tidiness" where floors are bright and clean, lights all function, and washrooms are odor-free and have clean fixtures. The grounds standard is "high-level maintenance" with very specific guidelines for turf care, floral plantings, fertilizer, irrigation, litter control, pruning, disease and insect control, and snow removal.

Coordinators are challenged to manage their shops as if they were their own businesses; being responsible for managing the work order backlog, scheduling assignments,

While HACC is the first community college in Pennsylvania—and second largest of the 14 in the state—it is also one of its best kept secrets.

managing shop budgets, handling personnel issues, and having an awareness of statistics pertinent to their shops.

College staff may enter a work order in the Web-based work order system. Customers receive automatic e-mail feedback when the request is received, when the request is converted to an assigned work order number, and when status changes to “complete.” Nearly 6,000 requests are received and addressed annually. Outsourcing is used when timely customer service may be affected and to supplement the workforce to perform various mundane, yet required, tasks so that staff can maximize their time on what they do best.

HACC is a member of the Central Pennsylvania Energy Consortium. Based on the volume of products purchased by

nearly 300 members, CPEC is able to leverage favorable pricing for fuel oils, gasoline, diesel fuel, and natural gas.

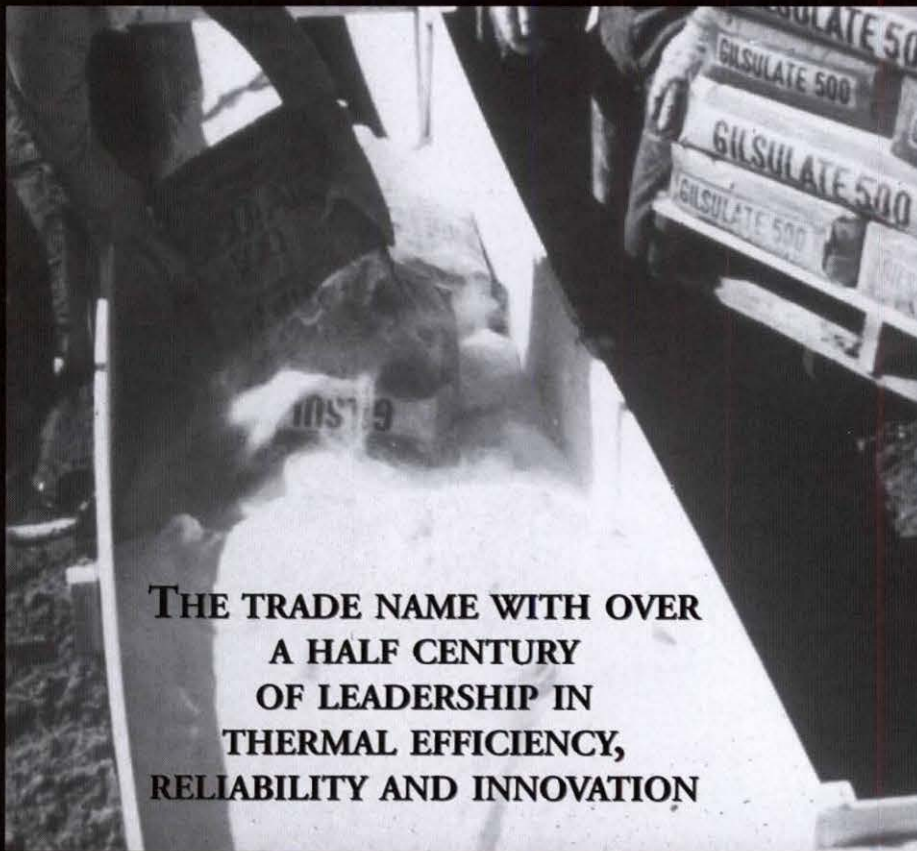
An initial guaranteed energy savings contract with Johnson Controls Inc. has been extended 10 years through 2015. Nearly \$2 million energy savings were realized during the initial contract period.

The Grounds Department strives for excellence with environmental stewardship. A composting area was created to reduce the use of manufactured fertilizers that could wash into a stream running through campus. A wood chipper is used to convert discarded branches into wood chips. In collaboration with the Chesapeake Bay Foundation and the Paxton Creek Watershed Association, an experimental rain-water retention and filtration area has been created to prevent automotive oils and pollutants from entering the watershed. A nature trail on what was previously a city dumping ground is part of the Capital Area Greenbelt that surrounds Pennsylvania's capital city of Harrisburg.

While HACC is the first community college in Pennsylvania—and second largest of the 14 in the state—it is also one of its best kept secrets. But, it's no secret why all of HACC's staff is proud and continues to be a highly motivated team dedicated to a great tradition and reputation. ¶

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NORTH CAROLINA STATE UNIVERSITY

BY RON GROTE

Ron Grote is the administrative officer in the facilities division at North Carolina State University in Raleigh, NC. E-mail him at ragrote@gw.fis.ncsu.edu. This is his first article for Facilities Manager.

North Carolina State University is the largest of the 16 institutions in the University of North Carolina system, with more than 31,000 students and 7,000 faculty and staff. It is the system's flagship campus for science and technology. Along with its historic strengths in agriculture and engineering, the university serves all North Carolina communities through research, extension, and economic development activities.

The more than 800 Facilities Division employees proudly provide design, construction, maintenance, and operations services for the 2,200-acre main campus and more than 105,000 acres across the state. NC State employees take care of more than 12.4M gsf of space within 700 buildings on the main campus and another 1.0M gsf of space in 400 buildings across the state.

The Facilities Division strives to be the leading higher education facilities organization. Kevin J. MacNaughton, associate vice chancellor of facilities, says, "We in the Facilities Division consider our role in supporting the university mission as a vital underpinning and a noble endeavor. Our goal is to be the provider of choice for all facilities needs for the NC State community." Macnaughton's charge to us is to work based on our core values:

- I** Integrity
- C** Commitment
- A** Accountability
- R** Respect
- E** Excellence

With that goal in mind, the division works to set the standard for quality service by meeting frequently with customers to find out about their expectations, by reviewing customer surveys, and by studying ways to make things better. In the division's team approach, customers are an integral part of the decision-making process from beginning to end. The division continually evaluates its services and makes adjustments to exceed customer expectations.

The Facilities Division takes part in various university surveys and benchmarking programs to help in determining strategic plans. By making periodic, internal year-to-date comparisons, the division determines areas for improvement, whether that means the need for increased attention, better customer communication, or an adjustment in staff levels. During the past two years, the facilities division streamlined the organization to better meet customer needs, resulting in a leadership system that is easier for all to understand. The result is a better solution for the customer and elimination of duplicative efforts.

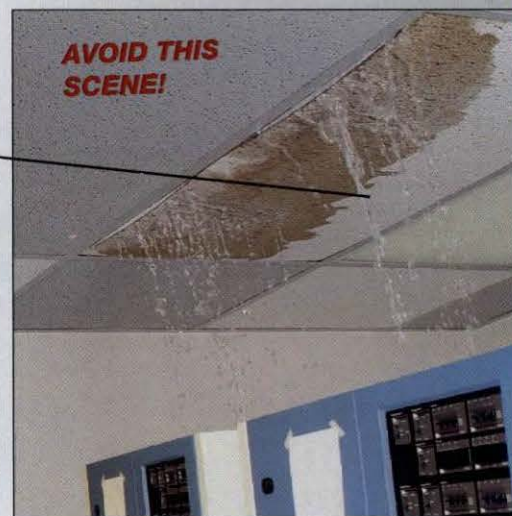
Responsibilities within facilities are highly delegated and an atmosphere of support without second-guessing is fostered throughout the organization. This empowerment coupled with clearly articulated division goals has created a workplace where employees freely make suggestions, take initiative and ownership of their area, and work in collaboration with sister units.

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NC State's facilities division receives their Award for Excellence in Baltimore, MD at the APPA 2007 conference in July. Their core values of integrity, commitment, accountability, respect, and excellence ensure that they effectively provide all facilities needs on campus.

The facilities division has developed the following detailed, enforceable standards to ensure optimum operational performance, well-constructed built environment, and well-kept landscape:

- Physical Master Plan Guiding Principles

- Design and Construction Guidelines (ensures design and construction work meets minimum standards)
- Supervisory Control and Data Acquisition (computer system for gathering and analyzing real-time data)
- Facilities Management Enterprise software (schedule and track maintenance tasks, manage building equipment inventories, consumables inventories, time and cost accounting, and individual building and campus-wide maintenance costs)
- ISES Facilities Condition Analysis Database (tool to manage the major deferred maintenance inventory and prioritize capital funding opportunities to correct deferred maintenance issues in the most cost-effective manner)
- Housekeeping Standard Operating Procedures
- Landscaping Standard Operating Procedures

In planning for the future of physical development on campus, the division gauges its success based on the clear goals of the University Physical Master Plan. The plan is updated every five years to ensure alignment with changing programmatic aspirations of the university. It receives ongoing scrutiny from the campus design review panel, the physical environment committee, and the board of trustees.

On the capital side, the Office of University Architect, Construction Management, and Design and Construction Services develop detailed schedules to plan and control all

construction projects. And even though the university has been undergoing a billion-dollar construction program—the largest in the university's history, the facilities division has ensured that the campus is neat by working closely with designers and contractors. Such efforts have minimized disruptions and virtually eliminated unsightly construction areas, prompting one of the university's deans to declare at a recent Board of Trustees meeting, "You would hardly know any construction is going on at all."

Facilities Operations aggressively maintains the building systems and the underlying infrastructure with the goal of 99 percent up-time for all equipment other than planned maintenance outages. Operating procedures are designed to minimize the disruption to occupants, programs, and research activities. Extensive communication protocols and service response procedures are in place through the on-call and emergency management programs to provide 24-hour attention to service needs.

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The Facilities Division strives to be the leading higher education facilities organization.

Utilities and Engineering Services is transforming the delivery of thermal utilities, steam, and chilled water across main campus by rebuilding and consolidating the campus steam infrastructure to operate at a single pressure and by expanding the chilled water distribution to provide access to more buildings.

The building maintenance and operations and utilities services departments maintain dedicated maintenance crews within each campus zone. The zone crews concentrate on mechanical, electrical, plumbing service, and repair work. The repair and renovation department maintains central shops to provide service for the entire university. These shops work closely together and often rely on the expertise in another shop to complete the required work.

Housekeeping and grounds management departments schedule their own regular cleaning and maintenance work. Housekeeping maintains a work-loading program that balances housekeeper workloads according to square footage and space use. Grounds management maintains dedicated crews that are sized according to the regular needs of predesignated campus zones.

The NC State's facilities division is committed to a results-oriented approach to campus services and strives to achieve the highest levels of service to maintain the stewardship of the university's facilities. We acknowledge that the key to our success is a dedicated, loyal, and motivated staff that takes pride in their accomplishments and the successful delivery of our mission. We fully recognize that our success is based on the perceptions of campus faculty, staff, students, and visitors. Our core values of "I CARE" demonstrate our commitment to our role in supporting the mission and vision of the university. ¶



UNIVERSITY OF CENTRAL OKLAHOMA

BY ROBERT H. NALL

Robert Nall is the assistant vice president for facilities at University of Central Oklahoma in Edmond, OK. E-mail him at rnall@ucok.edu. This is his first article for Facilities Manager.

The facilities management functions exist to support the University of Central Oklahoma's (UCO) mission, vision, values, and long-range plans by providing excellent facilities and services enabling students to achieve an education without disruption or distraction, while feeling a strong sense of community and support. Each department has a clearly defined mission statement on its webpage and in the Customer Service Guide, along with an explanation of its organization and services provided. The departments regularly communicate to customers, partners, and stakeholders the status of projects and future construction and renovation projects.

In the past few years, UCO has made substantial changes in the daily operations and oversight of the facilities management functions. Facilities services encouraged changes in the staff's attitudes and work habits, to ensure the "right people were on the bus." With an invigorated staff, a new automated work management system (FAMIS), and a focus on customer service, upper management allocated available funding first to infrastructure needs and deferred maintenance, rather than



The University of Central Oklahoma facilities management staff accepts their Award for Excellence at APPA 2007 in July.

aesthetic enhancements. Focusing on customers' needs and conducting customer satisfaction surveys helps the team identify shortcomings and opportunities, and then implement necessary changes. As the first organization to experience UCO's LEAN process (where we learned to streamline our operations and reduce work time, paper, and costs), our team reduced the work backlog from over 3,000 open work orders to less than 400. This led to faster response time and greater customer satisfaction.

The establishment of a partnership with Johnson Controls, Inc. to update HVAC systems via a performance contract was

one of the most important decisions made. Where there had been inoperable and inefficient systems, UCO made strategic investments to provide reliable and effective systems. After spending over \$14M on four phases of performance contracting work, UCO now has state of the art, efficient systems producing sufficient energy savings that repay the loans obtained to pay for the work initially. In just over three years, the university has saved over \$3.8M in utilities costs. In 2005, UCO was a Southern Association of College and University Business Officers' Best Practice Grand Finalist for this achievement.

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-William Wise, Facilities Trade Manager, Colorado College

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We also began reviewing our APPA and NACUBO counterparts' best practices to become even better at our jobs. We adopted the T.O.P.G.U.N. employee orientation and training program from the University of Florida and made it UCO specific. The program made a significant difference in the attitudes and professionalism of our staff.

UCO is pursuing many sustainability initiatives for financial savings and for protection of our environment and facilities for future generations. Over a year ago, UCO became the first university in Oklahoma to begin purchasing 100 percent of its electrical needs from wind power sources. This saved over \$50,000 the first year, while reducing our carbon footprint. The effort earned UCO the EPA's Green Power Partnership status. In addition, our next new facility, the UCO Forensic Institute, will be LEED certified.

UCO's motor pool staff initiated a self-directed research, design, development, and construction of their own processor for conversion of used cooking oil from the campus central cafeteria into bio-diesel fuel. The fuel powers our diesel equipment on campus, greatly reduces the pollutants produced, and saves over one-third the cost of our diesel fuel needs. This project won the National Association of Fleet Administrator's (NAFA) Quality Idea Award in 2007.

The inventory and receiving staff not only maintains and operates a surplus property showroom allowing reuse of campus assets, they also conduct eBay auctions which bring proceeds back to the campus, rather than throwing away or giving away used furniture, vehicles,

and equipment. UCO won the 2007 NACUBO National Innovation Award for these sustainability related issues.

With new partnerships, new programs and enhanced training, UCO's Facilities Management Division staff members are the key to our success. The staff has demonstrated their initiative, motivation, positive attitudes, teamwork, and professionalism time after time. Knowing they are the heart of our customer service organization, we honor and celebrate our employees with various awards throughout the year through our Employee Recognition Program. We also make UCO Leadership Training, the Character First training program and customer service training available to them for professional development. ¶

The University of Central Oklahoma's Facilities Management Division vision is for the university to be a premier campus community with exceptional facilities and services. Our mission is to provide benchmark facilities and services, which support the education mission of the university. The core values are:

- **Customer service:** Providing services above and beyond what is expected
- **Stewardship:** Taking ownership responsibilities for maintaining and safeguarding our facilities
- **Facilities Excellence:** Using resources wisely to provide facilities of the highest quality
- **Integrity:** Doing the right things for the right reasons
- **Teamwork:** Working together toward mutual goals
- **Professionalism:** Treating others with respect and civility

Utah State UNIVERSITY

UTAH STATE UNIVERSITY

BY EILEEN CAMPBELL

Eileen Campbell is the director of business services for facilities business services at Utah State University in Logan. E-mail her at eileen.campbell@usu.edu. This is her first article for Facilities Manager.

Utah State University's main campus is located in Logan, Utah. USU was founded in 1888 and continues as a land-grant institution. USU offers educational opportunities to over 23,000 students utilizing 7,000 acres and more than 200 buildings. The USU Facilities Organization maintains over 6 million gross square feet on the main campus and employs 270 full-time employees.

The Utah State University Facilities Organization is led by an associate vice president, who is responsible for creating an environment where all can learn, grow, and contribute at their full potential. The AVP directly oversees a staff assistant, human resources specialist, and the efforts of four directors:

- **Director of Facilities Operations/Maintenance:** Ensures all buildings and systems are functioning. Responsible for all energy systems and automated controls (e.g., temperature) as well as all crafts and trades (plumbing, electricity, etc.), custodial maintenance, landscape operation and maintenance (LOAM), and moving and event scheduling.
- **Director of Planning:** Specializes in looking ahead to plan capital, in-house development, improvement, and master planning.
- **Director of Design and Construction:** Responsible for the design and construction of capital development, capital improvement, facility modification, and other projects.
- **Director of Business Services:** Manages all financial matters in the department and also oversees campus services, such as recycling, surplus sales, and motor pool.

The mission of Utah State University is to "be one of the nation's premier student-centered land-grant and space-grant universities by fostering the principle that academics come first, by cultivating diversity of thought and culture, and by serving the public through learning, discovery, and engagement." The mission of the Facilities Organization

Facilities' considers customer service critical to long-term organizational survival in this era of outsourcing and privatization.

is to help the university by "sustaining and enhancing the physical environment of Utah State, enabling students, faculty, and staff to pursue education, and research, and their application in the community." The Facilities vision is to pursue excellence in all facilities-related roles.

The mission and vision statements of the Utah State University Facilities Organization have been in place for longer than 15 years and core values were defined eight years ago. These values are taken extremely seriously throughout the Facilities Organization. They are reviewed in an administrative retreat, discussed throughout the organization, and are a vital component of the new employee orientation. During periods of difficult decision making, Facilities leaders check to ensure that the decisions made are in alignment with these core values. Core values are the hub of department operations, and it is imperative that they are communicated among all levels of employees.



Staff from the Utah State University facilities organization received the distinguished Award for Excellence in Baltimore, MD during the APPA 2007 Back to the Future conference.

Leaders strongly encourage the principle of pushing decision-making to the lowest level. The general philosophy is that technicians run the day-to-day business and make the operational decisions that facilitate the most efficient operation. All employees are encouraged to make their own decisions. This teaches them to be responsible for their

actions and helps them to develop self-direction and common sense.

Facilities' considers customer service critical to long-term organizational survival in this era of outsourcing and privatization. It is important to the Facilities Organization that communication occurs between technicians and customers. After a project is completed, a technician must contact the customer and fill out a work order ticket that affirms that they finished the job satisfactorily. The customer must communicate with the technician before the work order is considered finished. Similarly, when an in-house renovation project has been completed, the manager of projects and engineering personally contacts the customer and has them fill out a survey.

Dialog between building users and facilities includes the sharing survey results and the reporting of annual operating, maintenance, and utility costs by building and/or department. These meetings provide an opportunity to discuss the roles and responsibilities of facilities personnel, as well as the fiscal constraints imposed on the Facili-



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The USU Facilities Organization produces an annual strategic plan that outlines short-, intermediate-, and long-term goals. These goals are developed according to input received from customers and employees, as well as current trends, and reflect the mission, vision, and core values of Facilities.

ties Organization. Throughout the process, the staff is encouraged to implement continuous quality improvement and quality control programs to work "smarter," and make preventive maintenance a priority.

The USU Facilities Organization produces an annual strategic plan that outlines short-, intermediate-, and long-term goals. These goals are developed according to input received from customers and employees, as well as current trends, and reflect the mission, vision, and core values of Facilities.

Safety policies and procedures have been established, written, and communicated to all staff. USU Facilities created a Safety Coordinator position dedicated to the safety and health of Facilities employees. There is an environment where

safety is tailored to meet the employee's needs and where communication and training are ensured.

A safety incentive program was developed and implemented to motivate facilities employees to invest in the entire safety effort. The program was made to reward and recognize employees who follow proper safety regulations and company procedures.

USU Facilities believes that receiving the APPA Award for Excellence is a reflection of the great employees who are contributing every day to its excellence. ¶



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APPA'S EFFECTIVE & INNOVATIVE PRACTICES (EIP) AWARD continues to solicit and highlight an ever-growing list of creative programs and processes that enhance and transform service delivery, lower costs, increase productivity, improve customer service, generate revenue, or otherwise benefit educational institutions. The five 2007 award-winning entries focused on goals tracking; quality improvement; the production of olive oil from campus trees; staff safety; and construction and demolition waste management.

Up to five EIP submissions are eligible each year for a cash award of \$4,000, which is generously sponsored by Sodexo Campus Services. Entries can describe either a new program or significant restructuring of an existing program or process for success. The Professional Affairs Committee selects the winning entries based on a point system. This year there were 23 entries from 22 institutions. The five successful schools received special recognition and a check at APPA's 2007 Back to the Future conference in July.

View the complete applications and summaries from previous years at www.appa.org/recognition/effectiveandinnovativepractices.cfm.



Arizona State University *University Creates Goals Tracking Application*

By Carrie McNamara-Segal, Scott Cole, Casey Gonzalez, Peter Gu, and
Julia Poe

These authors are members of the University Services, Administrative Services departments.

University Services launched a new Goals Program in February 2004, to manage and report on more than 75 division goals. This unique program was created in response to the division's challenge to track and measure goal progress and accountability to the president and senior administration. The goals were aligned with President Crow's vision and mission for a "New American University."

Formerly, the division updated goals from the directors via e-mail and then copied the data into a Word document. This process was labor-intensive, inefficient, and not effective in managing enormous amounts of data. Administrative Services wanted to get away from the inefficient, manual tracking of goals and hard-copy publication to acquire monthly updates. With new goals being added each fiscal year, existing goals rolling over and new status updates being added monthly and quarterly, manually maintaining the goals through e-mails and Word documents became unmanageable. The task team researched various options and decided that a Microsoft Access database would be the most efficient method to manage the goals. A year later, the Access database was converted to a Web application.

The application is very user-friendly. Directors login with a secure ID that gives them access to their own goals for editing and access to other director goals for viewing. To input goal status updates, they select a goal and the "Add a Status" button. A window opens for status updates. The monthly status date is auto-populated (ensures consistent dates for all goals). For tracking purposes, Administrative Services receives an automated e-mail notification as each goal is updated. The application utilizes many dropdown menus. This standardizes

By capturing all information in a goals application, that data can easily be tracked and reported on.

the data and saves typing. There are required fields in red that must be updated so there is no missing data.

This user-friendly program is able to meet all the division's needs, i.e., measure progress, track for accountability; search/view/print goals; capture historical data; export data to other applications easily; and produce automated, push-button administrative reports. Directors can now view and update their own goals remotely. Final monthly goal updates are easily approved on the Web by the deputy executive vice president for University Services/Business and Finance. The versatile accessibility allows timely review of monthly goals prior to submission to the president's office.

The majority of departments and institutions track goals and accomplishments in documents such as Word and Excel. These programs do not have the flexibility of managing significant amounts of data, managing historical data, or automated reporting at the click of a button. Typically, there are no provisions for tracking the progress of the goals, no function to alert the owner that a due date is near, and therefore, limited accountability. By capturing all information in a goals application, that data can easily be tracked and reported on. This goals program lends itself to widespread application when partnering with other departments. ¶



University Services launched a Goals Program to manage and report more than 75 division goals. They received the EIP award at APPA 2007 in July.



Grand Valley State University

Quality Improvement Initiative

By Donna Markus

Donna Markus is a finance and administration analyst at Grand Valley State University in Allendale, MI. E-mail her at markusd@gvsu.edu. This is her first article for Facilities Manager.

The Facilities Services unit at Grand Valley State University implemented a unique Quality Improvement Initiative that continues to successfully enhance efficiency, lower costs, and support university goals.

The purposes of the program are to:

- Approach quality improvement from a new perspective
- Concentrate on making continuous small improvements in quality
- Provide opportunities to "show off" quality improvements
- Create opportunities for staff involvement and recognition
- Develop a manageable process for monitoring quality improvements
- Have fun with the initiative

Each year all Facilities Services departments (custodial, maintenance, grounds, maintenance, etc.) target two areas for improvement and highlight those improvements with informal "walk and talk" presentations. Past presenters included custodians, maintenance personnel, office staff, supervisors, students, and faculty members. Topics and locations ranged from "talking trash" in a dorm room, touring utility tunnels, and testing mowers on the grounds.

The vice president for the division actively participates in all sessions, and other administrators are invited to attend. Results of the initiatives are shared with university executive officers. Projects have been featured in the student newspaper, and a local TV station interviewed a group of custodians involved in the campus-wide initiative called "Project Donation."

Initiatives often involve the collaboration of students and facilities staff. A student environmental group joined with the university arborist to complete a ravine erosion control project. Occupational Safety and Health student interns worked with the safety manager to develop the asbestos management tracking system. Both students and staff benefit from the educational opportunity and practical experience.



Staff from the Grand Valley State University's facilities services department, receive the EIP award for their Quality Improvement Initiative. Creative use of energy management system controls saved the university \$50,000 without impacting the comfort level of building occupants.

Other tangible results include cost savings, reduction in labor hours, testing of product alternatives, and process improvements. Introduction of a new fertilization product made it possible to reduce application frequency and save \$11,000 annually. Using natural materials for erosion control saved \$90,000. Creative use of energy management system controls saved \$50,000 without impacting the comfort level of building occupants. Over 9,900 pounds of used goods were donated to a local charity. These results demonstrate that funds invested in Facilities Services are used effectively and efficiently as the unit demonstrates successful stewardship of resources.

The program evolved through departmental strategic planning and discussion about how to define quality and support the university's value "to effectively develop and allocate financial resources with which to advance the university mission and respond to change and emerging opportunities." Those projects that focus on environmental impact (energy savings, recycling erosion control, etc.) also support the GVSU Sustainability Initiative.

Only time and creativity are required to implement a quality improvement initiative. Tangible benefits are important, but there is also a big reward in seeing the enthusiasm, excitement, and teamwork associated with bringing the initiatives to final fruition. The flexible "down to earth" nature of this program makes it adaptable for use by other institutions.

GVSU Award Photo (caption): Staff from the Grand Valley State University's facilities services department, receive the EIP award for their Quality Improvement Initiative. Creative use of energy management system controls saved the university \$50,000 without impacting the comfort level of building occupants. ☺

UC DAVIS

UNIVERSITY OF CALIFORNIA

University of California, Davis Take Lemons and Make Lemonade

By Dan Flynn

Dan Flynn is the program promotion manager at the University of California, Davis. He manages the Olive Oil Project in the Division of Buildings and Grounds. E-mail him at jdflynn@ucdavis.edu. This is his first article for Facilities Manager.

The University of California, Davis (UC Davis) has taken to heart the old saying, "When life gives you lemons, make lemonade." The campus took a landscape nuisance—old olive trees—and transformed it into a successful olive oil program.

For years, oily fruit droppings from the university's 1,500 trees caused bicycle accidents, resulting in an estimated \$60,000 in legal costs in 2004 alone. The Division of Buildings and Grounds managed the trees by spraying them with Florel and by sweeping frequently, but these approaches were expensive and ineffective at preventing accidents.

After seeing an accident scene one day, Sal Genito, the director of the university's Division of Buildings and Grounds, saw the smashed olives and recognized the familiar aroma of olive oil. He thought a creative way to improve safety and cut liability costs would be to harvest the olives and make olive oil. He commissioned a feasibility study, found the project would be financially solid, and began what is now a successful olive oil program. UC Davis Olive Oil has had the following benefits:

- **Reduced maintenance and liability costs.** Instead of expensive spraying and sweeping, the university is harvesting olives, producing olive oil, and generating revenue. Olive-related accidents have been eliminated for the past three years. Overall management



Staff from the Division of Buildings and Grounds at the University of California, Davis accept APPA's award for their effective and innovative Olive Oil program at the annual conference in Baltimore, MD.

costs for the trees have been reduced by approximately 70 percent.

- **Provided greater collaboration.** The olive oil program has spurred partnerships between the landscape main-

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tenance crew, superintendents, and communications staff within Buildings and Grounds. The division also collaborates with university farm advisors, food-science academics, the bookstore, and the alumni association in producing and marketing the oil.

- **Improved olive tree health.** Funds generated by the program have supported a pruning program to removed diseased and dead wood.
- **Developed a "goodwill ambassador."** The olive oil program is cited at commencement ceremonies and student orientations as an example of UC Davis innovation. The oil has won awards at the nation's most prestigious olive oil competition and is given as gifts to visiting dignitaries. The program has also generated a large amount of positive media coverage all over the state.
- **Promoted sustainability.** Using the olives instead of throwing them away is more consistent with the university's mission of sustainability.

UC Davis olive oil can be used as a model for any institution that maintains a landscape. The institution need not have olive trees. For example, UC Davis also has sold walnut burls to an exotic wood dealer. Instead of sending green waste to the landfill, the university transforms the waste into mulch and returns it to the campus landscape.

Each institution needs to examine its unique situation, identify assets with marketable value, then evaluate the cost effectiveness of using those assets in an entrepreneurial manner. The institutions also must avoid pitfalls, such as competing with the private sector or diverting staff away from their primary duties.

Once those bases are covered, go on and make some lemonade. ☺



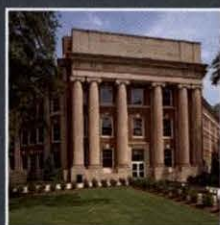
University of Iowa Route 66 Safety Program

By Jeri Ripley King

Jeri Ripley King is the assistant to the associate vice president of facilities management at the University of Iowa in Iowa City. E-mail her at jeri-king@uiowa.edu.

If you travel along historic Route 66 from Chicago to Los Angeles, you won't pass through Iowa. And, you probably won't think of Iowa when you hear the lyrics, "Get your kicks, on Route 66." But, it has a lot of meaning for the people who work for Facilities Management at the University of Iowa (UI), because its Route 66 safety program helped to accelerate safety awareness and personal responsibility, and put the UI safety program on the map.

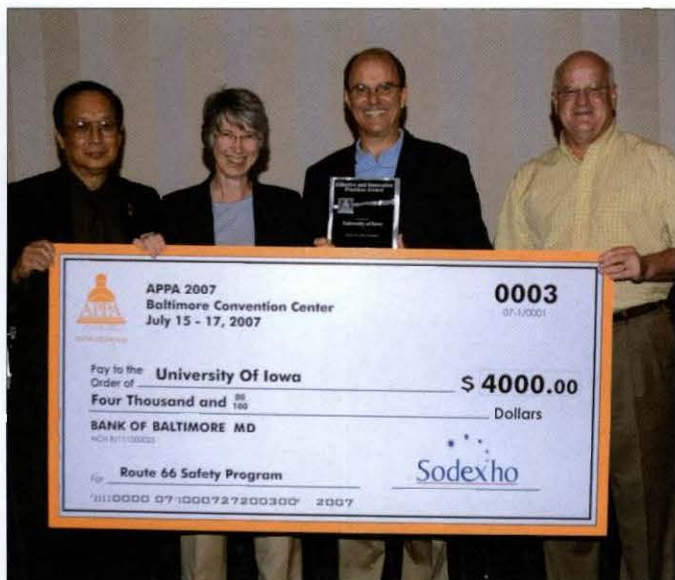
Route 66 is the front end of a comprehensive safety program, which was launched when the department was grappling with higher-than-industry-average rates of OSHA recordable injuries, lost work days, and worker's compensation and disability claims. When the foundation of the safety program was in place, Facilities Management looked for a way to help change behavior to make safety a number one priority, increase personal responsibility, and create a safe work environment.



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The Route 66 Safety program at the University of Iowa earned the facilities management staff a special honor at the APFA 2007 Back to the Future conference in July.

A small group, representing management and labor, came up with the idea for using a map of Route 66 to track progress toward a series of safety goals. The map would provide feedback, reward achievement, and help the shops/work group have fun along the way. The development team passed the idea on to a team of stakeholders to develop the goals. The goals reflected elements important to the department, the institution, and safety best practices. The goals were put on a scorecard. Facilities Management's computer programmers linked the online scorecard to a virtual map of Route 66 on the intranet.

Each shop had its own scorecard, but all shared the same map. Driven by accomplishing goals on the scorecard, the shops traveled along the route to various checkpoints—cities on the map; everyone could see who was where by clicking on the checkpoints. When they reached the mid-point, on the map at Adrian, Texas, Facilities Management provided pie and ice cream at the "Mid-Point Café." There was also a special celebration after completing the entire route.

In January 2006, Facilities Management began the Route 66 journey to a safer workplace. Announcing the program included many types of communication efforts, from posters to PowerPoint presentations. To sustain

the program, Go-To safety team members made presentations during monthly safety meetings, information and progress reports were incorporated into monthly safety talks, safety tailgate meetings included updates, and news and articles were posted on the intranet. In addition, staff members could check the intranet to see where they were. By the end of December, there were measurable results from the year-long journey that had helped staff build safe work practices into standard work practices. Among other results, Facilities Management staff members reduced OSHA recordable injuries by 33 percent.

The program is back by popular demand in 2007. The scorecard was easily modified to reflect new goals and to include some shop-specific goals. Facilities Management at UI is focused on safety by traveling Route 66. ¶



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University of North Carolina at Charlotte Construction & Demolition Recycling Program

By Kathy Boutin-Pasterz

Kathy Boutin-Pasterz is the recycling coordinator in the Office of Waste Reduction & Recycling at the University of North Carolina at Charlotte. E-mail her at kboutin@email.uncc.edu. This is her first article for Facilities Manager.

Since 1990, University of North Carolina at Charlotte has provided staff and students with a recycling program that has grown enormously, from its simple collection of aluminum cans to its present program, which collects over 40 different items and offers waste reduction and conservation education to the entire campus. The Office of Waste Reduction & Recycling (OWR&R) collects recyclables from over 1,000 recycling containers daily. The OWR&R is constantly looking to recycle more materials generated on campus, so it was a logical step to set up a program to recycle construction and demolition waste generated on campus to deal with the ever expanding campus and its construction.

Since the inception of the collaborative C&D initiative, UNC Charlotte has recycled and reused more than 2.1 million pounds of material, increasing its C&D recycling by 113 percent.

UNC Charlotte is the fourth largest university in the state system. Over the past six years, it has added over 600,000 gross square feet of building space to accommodate a rising student population, currently at 21,000. This increase in square footage is the direct result of a successful bond-funded construction program. Prior to the implementation of the Construction and Demolition (C&D) Waste Management strategy, UNC Charlotte C&D recycling was contractor-dependent with much of the waste never being sent to an approved C&D landfill. Since the inception of the collaborative C&D initiative, UNC Charlotte has recycled and reused more than 2.1 million pounds of material, increasing its C&D



Members of the UNC Charlotte Construction & Demolition Recycling Program receive their award at APPA 2007 in July.

recycling by 113 percent. In 2006, the C&D program saved contractors \$8,750 in tipping fees and diverted more than 700,000 pounds from landfill, which represents 49 percent of all C&D material generated on campus.

The C&D program serves as a signature effort for UNC Charlotte. It marked the first time that capital projects, recycling, and business support (purchasing) departments joined forces to develop a successful process beneficial to the university and community at large. Without the active participation and support of the UNC Charlotte Board of Trustees, the chancellor, vice chancellor of business affairs and other senior management, the establishment of a successful C&D recycling program would have been a more arduous journey. The leadership and support shown conveyed the importance of this program to all parties involved and was a key catalyst in the establishment of the program.

In addition to the savings accrued by recycling, the community as a whole benefits from this program: less waste is sent to the landfill; CO₂ emissions are reduced, contractors are trained in regards to the benefits of recycling construction material, and this knowledge is shared throughout the community.

Continued support and involvement of C&D program participants enabled the program to build the momentum that it currently enjoys. Given the level of participation and the resulting success of this program, management remains committed. The C&D program demonstrates that UNC Charlotte is dedicated to campus recycling and waste reduction efforts. ♣

Facility Asset Management

Optimize Your Facility Investment

by Russ Watson

Applying sound financial planning methodologies is not only crucial for your personal portfolio, but is also essential in facility asset management. When properly implemented, facility asset management can extend facility and building life cycles, lower annual funding requirements, and decrease facility ownership costs.

Buildings are a significant investment for any organization. Many facility investment strategies lack a baseline annualized cost of ownership. By establishing an annual cost of ownership (ACO), you can set a baseline for facility planners to evaluate the cost of investing in a facility's lifespan. Today, facility planners develop funding strategies based on traditional measures such as historical spending factors, subjective condition assessments, and industry trends and drivers. But owners need to adopt commercially available technology tools that provide the same financial planning services for buildings as they do for business planning or personal retirement plans.

Decision support tools are becoming commonplace in the technology toolbox. Decision support technology is based on data-driven calculations and mathematical algorithms that can be reviewed, audited, and improved upon as programs mature. Much like the annual audit by your personal financial planner, decision support systems help building owners and



managers determine financially prudent investment strategies. There are five key formulas that support decision support technology for facility assets:

1. Identifying the design life curve
2. Calculating a numeric condition index (CI) rating on auditable objective data
3. Forecasting asset service life based on current condition
4. Applying life-cycle cost analysis and benefit-to-cost ratio analysis

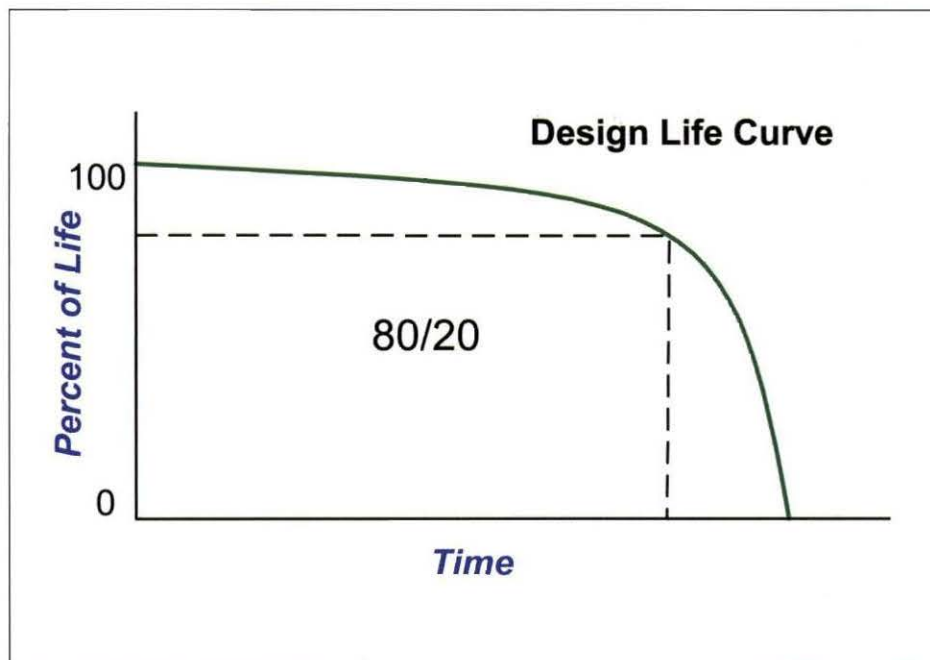
5. Calculating return on investment (ROI) and aligning investment strategy with business objectives

Design Life

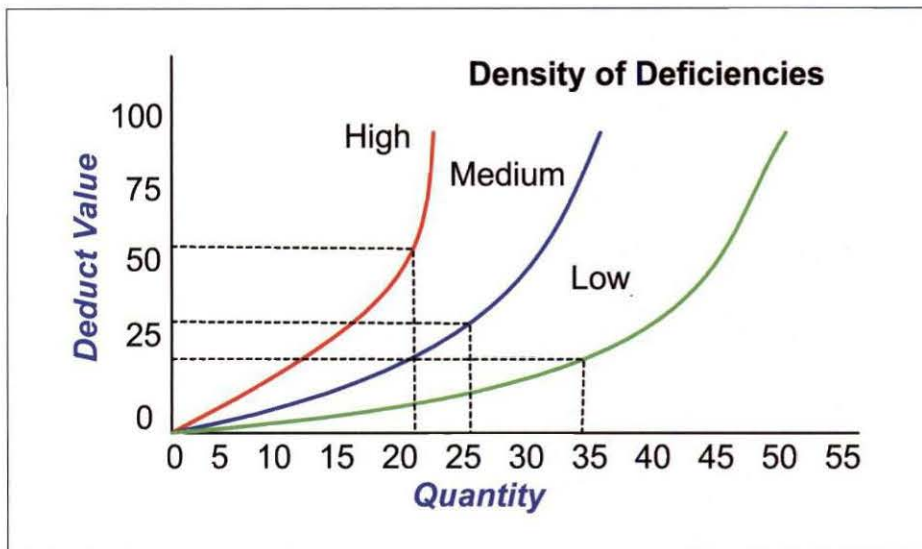
Understanding and documenting the intended design life of a given facility system and/or component is crucial to develop a baseline 'as-is' CI. Within a decision support application, each asset is associated with a design life curve derived from recognized industry standards and trade groups such as the U.S. Housing and Urban Development, Means, Whitestone Research, Fannie Mae, American Association of State Highway and Transportation Officials, and Roofing Industry Educational Institute. Most design life curves follow an 80/20 rule where 80 percent of asset failure occurs in the last 20 percent of asset life.

Condition Index

To develop a CI, a visual survey has to be performed on each unique component asset. Condition assessments are based on quantifying



Russ Watson is a program manager for MACTEC Engineering and Consulting, Inc.'s Facility Lifecycle Group, Alpharetta, Georgia, which provides facilities asset management software and services. E-mail him at rwatson@mactec.com.



visually identified distresses, and determining the severity of that distress from objective choices. These existing distresses provide a measure of the assets' condition and performance integrity. They also provide an early indication of possible system failures, maintenance and repair requirements, and a basis for scheduling a more comprehensive evaluation, if appropriate. Condition index is based on a scale of 1 to 100, with 100 representing a new, defect-free asset or component. The degree of system component deterioration is a function of:

1. Types of distress.
2. Severity of distress (i.e., size, extent of deterioration, etc.).
3. Amount or density of distress, which can be expressed as a percentage of the total size or value of the inventoried asset.

Each of these distress characteristics is significant in determining the overall amount of physical deterioration. If any of these characteristics are ignored, developing a meaningful CI is not possible. For each system/component there are several different types of visual distresses and possible degrees of severity for each type of distress, and a range of density for each combination. Combining the effects of these three characteristics into a single index requires using computer algorithms that generate

numerical deduct values. Deduct values calculated from distress type, severity level, and density are determined and subtracted from 100 to create a Condition Index.

Service Life

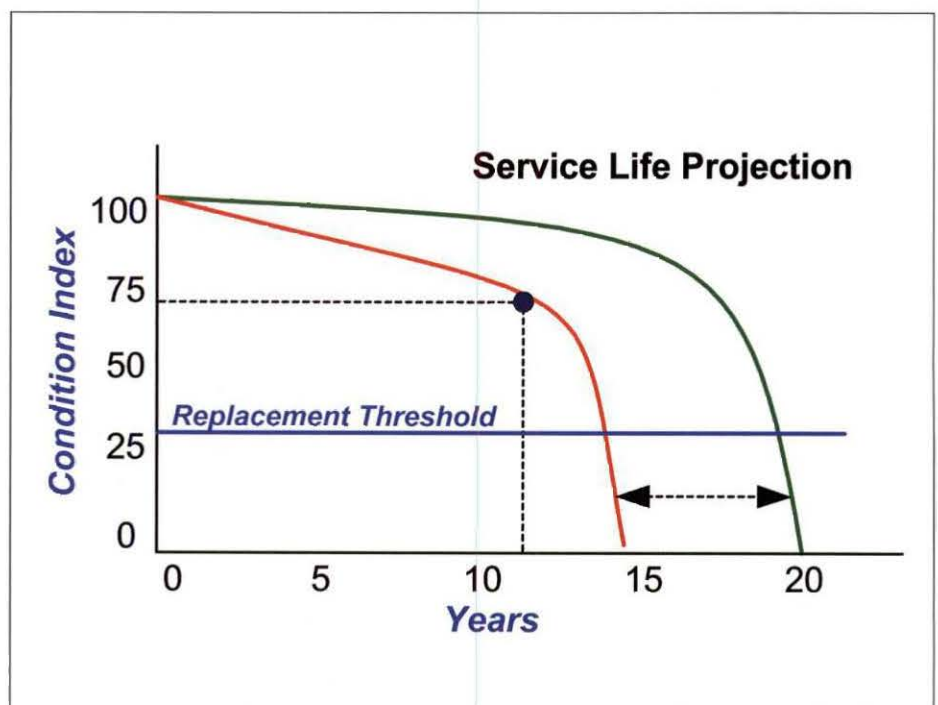
Predicting service life is a direct result of the CI. For example, if an asset in year 11 has a CI of 73, then plotting this index against the design life curve will indicate if the asset is "on the curve" or "off the curve." The following graph depicts this scenario with the green line representing the design life and the red line repre-

sented the current service life of this asset with a CI of 73 at year 11.

In this example, the asset with a CI of 73 at year 11 is projected to have a useful service life that is five years less than the design life, the anticipated service at the time it was first placed in service.

Our approach follows the functional steps listed below to determine current condition and to project the remaining useful service life of any known asset:

1. Perform objective visual surveys of discrete physical asset components
2. Determine original design life and current replacement value. (What is the investment at risk?)
3. Quantify visual observed defects that are adverse to the life cycle of the asset (create deduct values).
4. Determine the Annual Cost of Ownership (the baseline) by amortizing the replacement value over the design life including cost of capital.
5. Apply deduct values against the life cycle to determine 'as-is' condition-based age.
6. Subtract 'as-is' condition-based age from design life to determine remaining service life.



So, given the 'as-is' condition-based age and remaining life expectancy of an asset, the question becomes, what are the options to extend the life of this asset and are the options cost effective?

Life-Cycle Costs

Return on investment (ROI) analysis is the underlying basis for the decision process. Critical in performing this analysis is converting a facility asset into an annual cost of ownership. To adequately convert facility data into financial terms, you first establish the value of the asset being managed. For example, a roof asset that is 35,000 square feet with a replacement value of \$5 per square foot would have a current replacement value (CRV) of \$175,000. But what is the value of this roof when it is 12 years old?

Depending on the definition of Capital Depreciation and Expense Allocation, from an accounting standpoint, it is likely that a 12-year-old roof asset has little, if no book value, to the owner. However, every year that the roof is performing represents another 12 months that the owner does not have to purchase a new roof. If there was an opportunity to invest \$12,000 in repairs to this roof asset and the \$12,000 would buy two more years of serviceability, would the investment generate a positive return on investment? Our approach is to value each year of a facility component's life (in this example a roof) by amortizing the replacement cost combined with an internal cost of capital or bond-rate over the design life of the asset. This calculation, while perhaps not valid from generally accepted accounting principles, is extremely valid when deciding on whether to make an investment in repair.

Given the example above, the \$175,000 roof asset amortized over a design life of 20 years at an assumed bond rate of 10 percent represents an annual cost of ownership of \$20,555.

Many facility investment strategies lack a baseline annualized cost of ownership.



35,000 Sf. x \$5 /sf = \$175,000

\$175,000 amortized over 20 yrs. at 10% = \$20,555 /yr.

\$12,000 repair cost yields 2 yrs. of added roof life

2 x \$20,555 = \$41,110

\$41,110 - \$12,000 (repair investment) = \$29,110

\$29,110 = Economic Value Add

242% ROI

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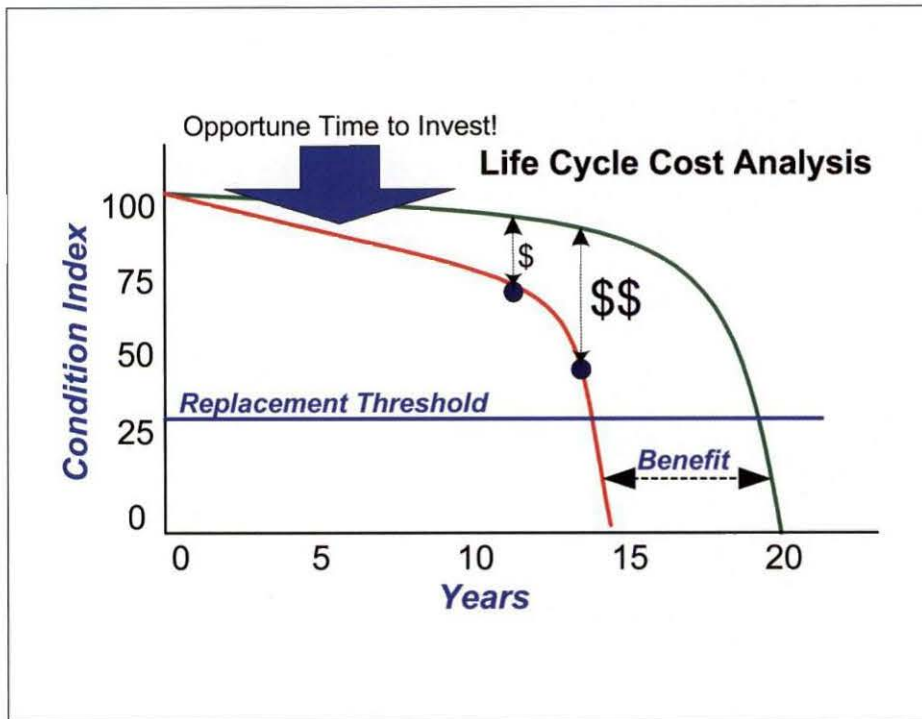
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To adequately convert facility data into financial terms, you first establish the value of the asset being managed.



If an investment of \$12,000 would 'buy' the owner two additional years of service life, then the owner would benefit by \$29,110 in economic value added or a 242 percent return on investment. The following calculation depicts this value:

Conversely, the decision to not invest \$12,000 in the strategic repair would be at a cost to the owner of \$29,110 in premature failure of roof life.

The net results from this analysis will demonstrate a significant ROI contribution to the owner's facility management success and serve to justify both funding requests and investment decisions to the owner's constituency. The analysis follows seven basic steps:

1. Quantified conditions (deficiencies) drive condition-based age.
2. Model various scenarios of repair to determine the best value received for the available budget (repair or replace).
3. Recalculate the condition-based age with each scenario.
4. Apply the cost to remove defects (because we measured them).
5. Measure the benefit (life extending results) of repairing the asset.
6. Compare the benefits of repair versus replacement versus doing nothing (preventive maintenance only).
7. Optimize the investment required based on the best value.

Return on Investment (ROI)

The 80/20 aspect of a design life curve and understanding that the longer deficiencies go untreated, the greater the gap between design verses performance curve, it is then easy to recognize that the sooner an asset can be repaired, the less the investment cost and the greater the return. Therefore, by identifying the spending strategies with the greatest ROI will allow the owner to achieve the biggest bang for their buck. \$

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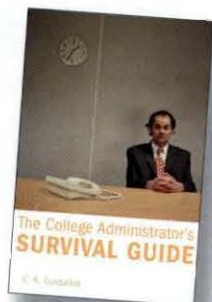
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The Bookshelf

Book Review Editor: Theodore J. Weidner, Ph.D., PE., AIA

Every now and then, it's nice to reach out and see what others in higher education are reading, just in case it applies to facility officers. The first book reviewed applies more to academic administrators, though a senior facility officer may find it helpful. The second book, reviewed by my favorite training professional, Suzanne Drew, looks at improving workplace performance. As we enter a new academic year, I hope these books prove to be useful.

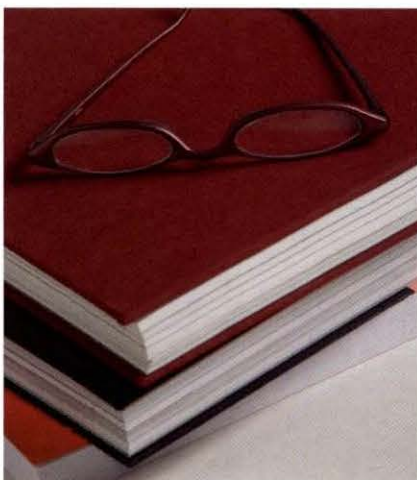


The College Administrator's Survival Guide, by C. K. Gunsalus, Harvard University Press, Cambridge, MA, 2006, 225 pages, hardcover, \$21.95.

Reviewed by Theodore J. Weidner, Ph.D., PE., AIA

This book is more for the top administration in facilities, because of its focus for academic department heads, but it has relevance in a number of other ways. In *Survival Guide*, C. K. Gunsalus

Ted Weidner is assistant vice chancellor of facilities management & planning at the University of Nebraska-Lincoln and president of Facility Asset Consulting. E-mail him at tweidner2@unl.edu. Suzanne Drew is the director of staff development and management at the University of Nebraska-Lincoln. E-mail her at sdrew2@unl.edu.



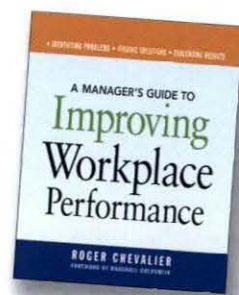
presents a number of challenging situations a college administrator, particularly at a research university, may face in a position or career, and ways to handle them to avoid future problems including lawsuits. I'd like to think each one of the situations is a complete fabrication of a nearly impossible event, however recent experience proves otherwise.

The book is a primer for a new academic administrator, a sort of "what-to-do-now" book for a department head faced with supervising colleagues. For instance, what do you do when a colleague is really a bully, sexual harasser, or pseudo power broker? While the subjects of the examples are in the academic ranks and have some unique academic situations (i.e., research publication plagiarism), they are also in the facilities arena.

Regardless of the details of the situation, the examples all require the administrator to listen with an open mind, recognize that many problems cannot be solved alone, utilize systems and processes to address problems, and above all else stay focused on the overall goals of the department and college. These repre-

sent many of the same techniques emphasized in APPA's Leadership Academy.

While the book is an enjoyable read, it has some limitations for facility administrators. It provides an insight to some of the challenges an academic department head faces, what I consider one of the most difficult jobs in higher education. There may be some tips and techniques that a facility officer can use if recently pulled up from the professional ranks or to use when facing a challenging situation. However, in my mind, there are better resources for facility officers than this well-written book for academics who are new to the administrative ranks.



A Manager's Guide to Improving Workplace Performance, by Roger Chevalier, AMACOM, New York, 2007, 199 pages, hardcover, \$19.95.

Reviewed by Suzanne Drew, FMP

Change can be hard. Getting other people to change can be even harder. However, having a well thought out, well researched, and well documented approach can give even the most apprehensive manager the confidence and ability they need. It is such a framework that author Roger Chevalier provides in *A Manager's Guide to Improving Workplace Performance*. The secret to improving

BUILDINGS... *The Gifts that Keep on Taking*

A Framework for Integrated Decision Making

RODNEY ROSE

with David A. Cain, Ph.D., James J. Dempsey, P.E., and Rich Schneider

THE HIGHLY ANTICIPATED *Buildings...The Gifts That Keep on Taking* is now on sale. Primary author Rodney Rose presents the oft-neglected considerations for the hidden costs and long-term management and maintenance of a facility built with donated money. *Buildings...* is a timely, must-have tool for all educational facilities managers and other top university administrators.

Buildings... highlights detailed findings of a four-year project sponsored by APPA's Center for Facilities Research (CFaR) on best practices for facilities planning and management. Primary author Rod Rose identifies:

- Seven key facilities issues
- Strategic questions to consider
- Asset investment perspectives

This essential resource will equip facilities administrators with a framework for evaluating facilities investment alternatives to support their institution's mission and help achieve long-term goals.

PRINCIPAL INVESTIGATORS

Douglas K. Christensen
Brigham Young University

Rodney Rose
STRATUS – Heery International

Terry W. Ruprecht
University of Illinois, Urbana-Champaign

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—Brooks H. Baker, III, Associate VP for Facilities, University of Alabama-Birmingham, former APPA President

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performance in individuals or workgroups, says the author, is to know where to focus your efforts.

Research indicates that environmental factors contribute to 85 percent of individual performance problems. Opportunity to improve workplace performance lies not in trying to change employees, but in modifying the work environment. The environmental factors—which

have the most influence on performance—involve the provision of information, resources, and incentives to do the right things.

Communicating clear expectations and standards takes many forms, all of which are required to reinforce each other: written expectations for both what employees do and how they do it; ongoing, timely, and accurate observation and feedback; and coach-

ing based on the employee's needs and motivations. Regarding resources, employees need not only adequate equipment and time, processes, and procedures, but also a physically and psychologically safe, clean, and organized work area. The last element required is well aligned and communicated incentives for specific, measurable behaviors and outcomes. Whether the incentives are financial or opportunities to do meaningful work and/or master new skills, if employees have an environment in which they trust that they have a real chance for success, and they have the information and resources to do so, the overwhelming number of employees will perform if not excel.

Of the 15 percent of situations where the cause of the performance problem lies with the individual, the issues usually have to do with adequate skills and knowledge and/or willingness to use and share them, capacity to learn, and motivation that matches the realities of both the job and the organization. While these factors may be beyond the influence of supervisors, the impact they have on the workplace ultimately remains under the leader's control. After all, as managers, one of our primary responsibilities to our teams is to ensure the right make up of team members through both selecting strong contributors and de-selecting those who inhibit the success of others.

Throughout the book, the author provides worksheets and application exercises to help the reader immediately apply the concepts and strategies discussed. He also provides excellent explanations of some must-know concepts and theories regarding motivation, coaching, and the Situational Leadership Model, which should be foundational for anyone who works with or through others.

As managers, we play many roles: coach, leader, counselor, motivator, and team builder. With this resource, Roger Chevalier provides an accessible and useful guide to help us understand, build confidence, and make the most of the opportunity. *J*



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Bentley Prince Street introduces

Even Keel, a new broadloom commercial carpet. Even Keel has a color line that reflects the organic, rich hues seen in nature, with 12 colorways from natural corn to forest green to the red of fall leaves. From an environmental perspective, this product is compliant with the Scientific Certification Systems' (SCS) Sustainable Choice Gold/Environmentally Preferable Product under the new Sustainable Carpet Assessment Draft Standard, NSF-140. As a dye product, Even Keel allows for low minimums to custom color, only 50 square yards. For more information, call 800-423-4709.



Sebesta Blomberg recently added two video podcasts to its podcast library. These are part of a series developed to introduce clients to Sebesta Blomberg and its services.



The first of the newly released videos features a discussion on sustainability and the ability to maximize the physical life of a building while minimizing negative environmental impacts. In the second podcast, hear about how important it is for higher education institutions to embrace the sustainability philosophy and their ability to develop truly sustainable campuses. View these and other video podcasts at www.sebesta.com.

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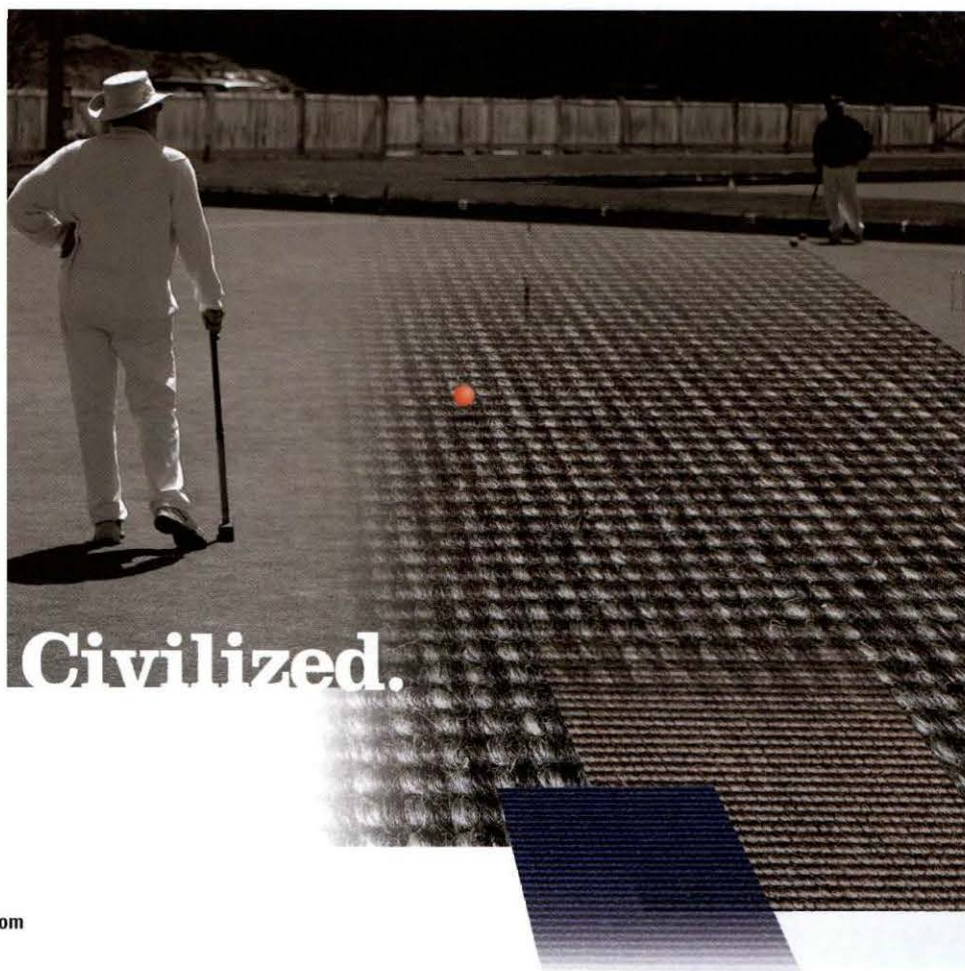
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APPA Events – 2007-2008

Oct 12-15—ACUHO-I/APPA Housing Facilities Conference. St. Louis, MO.

Feb 3-7—Institute for Facilities Management. Newport Beach, CA.

Feb 3-7—Supervisor's Toolkit: Nuts and Bolts of Facilities Supervision. Newport Beach, CA.

Feb 8—EFP Credentialing Prep Course. Newport Beach, CA.

Feb 8 or 9—EFP Credentialing Exam. Newport Beach, CA.

APPA Regional Events

Sep 30-Oct 3—ERAPPA 2007 Regional Meeting. Ottawa, Ontario, Canada.
<http://www.erappa2007ottawa.org>.

Oct 6-9—SRAPPA 2007 Regional Meeting. Covington, KY.
<http://access.nku.edu/facilitiesmanagement/srappa2007>.

Oct 6-10—MAPPA 2007 Regional Meeting. Grand Rapids, MI.
<http://www.pp.wmich.edu/mappa>.

Oct 10-13—PCAPPA/RMA Joint 2007 Regional Meeting. Albuquerque, NM.
<http://www.unm.edu/~rmappa/rma-pcappa%20site/conference-index.html>.

Oct 19-24—CAPPA 2007 Annual Meeting. Fayetteville, AR.
<http://www.phpl.uark.edu/CAPPA2007.htm>.

Other Events – 2007

Oct 28-31—NACAS 39th Annual Conference. National Association of College Auxiliary Services. Las Vegas, NV. www.nacas.org.

Nov 7-9—Greenbuild 2007. Chicago, IL.
www.greenbuildexpo.org.

Nov 11—Energy Efficiency Global Forum and Exposition. Washington, DC.
www.eeglobalforum.com.

Nov 14-16—Construction Owners Association of America (COAA) Fall Owners Leadership Conference. Las Vegas, NV.
www.coaa.org.

Dec 3-4—Academic Medical Centers: Capital Projects & Facility Management. San Diego, CA.
www.tradelineinc.com/conferences.

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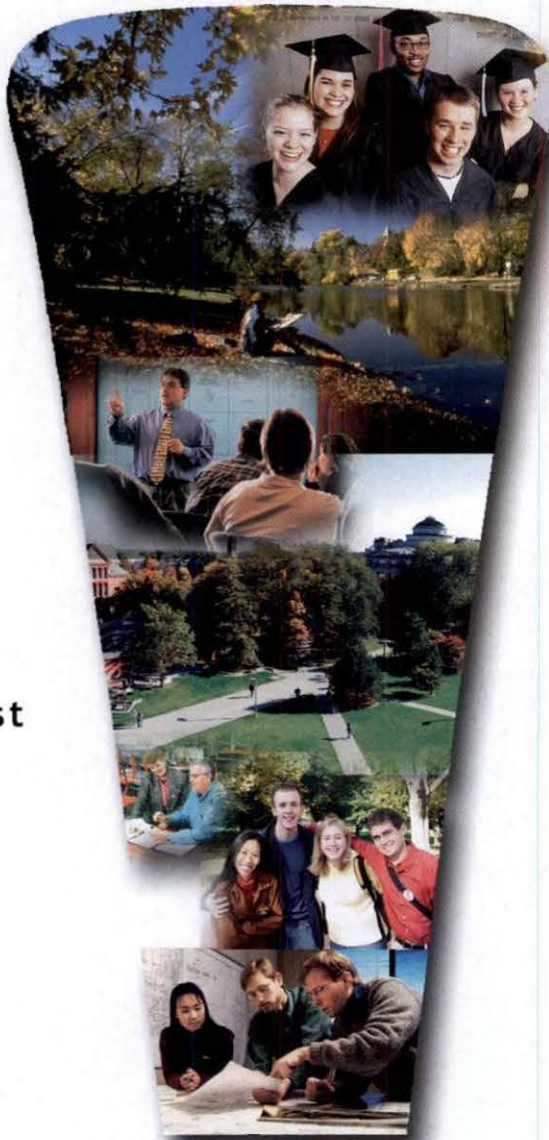
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