



News

Change is Good.. Right?

Colby College, Fall 2002



BY PAT MURPHY,
COLBY COLLEGE

Autumn is a wonderful time in Northern New England, and the fall chapter meeting is a great reason to take a drive through hills and valleys ablaze with the colors of the season. Colby College in Waterville, Maine will be the host for the next meeting on Monday and Tuesday, October 14 -15. We invite you to enjoy the foliage as you travel to central Maine and we promise that you will not be disappointed with the program that our host committee has prepared.

The theme for the meeting, "Change is Good ...Right?", is an indicator of the mixed emotions we all have about the inescapable upheavals that we face on a regular basis. We have selected topics for the presentations that will assist you in handling the shifting demands of the college and university workplace.

One of the highlights of the program will be a two part series on developing an environmentally friendly fleet of vehicles. The first program session will describe all of the ways that you can reduce the environmental impact of your vehicles, from fuel efficiency to alternative fuels to alternative vehicles. The second session will be outside, giving people an opportunity to try out some of the new vehicles.

Other program sessions will cover topics such as high performance academic environments, infrastructure planning for construction projects, indoor air quality, chemical and pesticide management, tree care, cam-

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Using Appa's Operational Guidelines for Grounds, *Bowdoin College* Implements Zone Maintenance

BY ANN D. GOODENOW,
BOWDOIN COLLEGE

during the summer of 2001, the Grounds Department started to build a zone maintenance system. We think this system will help us better manage our campus grounds and allow our crews more autonomy while doing so. We thought it might be helpful to others if we shared how we started this process here at Bowdoin College.

We wanted our grounds department to feel more invested in their work and the general look and feel of our campus. While we were ordering the Operational Guidelines for Grounds Management from APPA, Tim Carr, the Grounds Coordinator and I were working with the crew to explain what we hoped "zone maintenance" at Bowdoin would do for us. We set up a week worth of half hour to one-hour sessions to address different topics. The topics we chose to spend some time on were:

- o The rationale behind using the operational guidelines produced by APPA
- o The different approaches, i.e. Zone, broadcast, and a combination of the two
- o Appearance levels, the six (6) levels of attention described in the APPA publication
- o Discussion of our proposed campus zones and actual staff assigned/volunteers
- o Problems associated with zone maintenance

Each crewmember received a binder with these different tabs and the corresponding pages from the Operational Guidelines. We then sat down each day to discuss a section and get feedback

from the crew members about how we might morph this APPA program into one that was tailored to Bowdoin College.

Our rationale comes from our strong belief that having many sets of eyes as compared with only the eyes of our Coordinator and Asst. Coordinator is far more preferable than having our campus community notice something before we do. We have decided that our grounds crew will spend more time performing grounds keeping tasks than they will performing the other tasks commonly associated with grounds departments such as moving offices, boxes and performing setups for campus events. Those tasks will be handled by a "setup crew" once our program is fully in place. Our focus therefore will be grounds work, all those tasks that go to making our campus look clean and well manicured.

When we discussed the three different approaches with the crew, it didn't take very long to discover that we should use a combination of the zone and broadcast methods. Because we handle waste/recycling, snow plowing, arena operations and a variety of smaller programs in addition to our 210+ acres it became apparent that we couldn't spend all of our time just in our specific zone but would need to overlap and spend some time on these other rather consuming tasks.

Next we discussed what we wanted our campus to look like and which "level" we wanted to strive for. We all agreed that it might realistically be a

couple of different levels for different times of the year until we get our program up and running smoothly. For example, what we would have our campus look like in the fall after a very hot summer and decreased rainfall/watering might be different than in the spring after a light winter. It's not that we wouldn't want those levels to be equal; we just knew that we might not make it the first couple of years and we didn't want to set us up for failure.

When discussing the actual zones and personnel to be assigned to which area we also talked about what tasks we would place into our new program to start. We decided that mowing, raking, watering, weeding, sweeping, litter removal, spot sanding, placing work orders for repair, and overall inspection would make up our first try and then we would gradually add/delete tasks until we were comfortable with the mix. Our plan ended up with six (6) zones that had two (2) crewmembers per zone.

Lastly, we talked about what we thought would be problems and how we might solve those problems or manipulate our program to accommodate them. The biggest concern was how spending too much time in your "zone" might take time away from those other tasks that we needed to do. To help the crew initiate themselves into this way of doing business and to allow for those other tasks getting done we've decided that each person would spend two hours in their zone each day. We aren't sure how this number will be

WHAT CAN WE DO FOR YOU??



BY DANA GLENN PETERSON
UNIVERSITY OF NEW HAMPSHIRE

Hello! Allow me to introduce myself to those of you I haven't had the pleasure to meet. My name is Dana Glenn Peterson, I serve as the Associate University Architect at the University of New Hampshire, and I've recently been appointed to serve as your Chairman for the Chapter Education Committee beginning spring 2003. I'll have to admit right up front I'm a bit of a novice at this having been on the Committee only for a couple of years. I'm also right behind a hard act to follow, Anita Bailey has served wonderfully over these past several years and I can only hope to aspire to reach the high bar she has set. Thank you, Anita. Novice or expert, experience has shown me that it's teamwork that gets the job done in the end, and we have a great team working for you on the Northern New England Chapter. I've listed their names, titles, and institutions at the bottom of this article. Feel free to contact any of them with your questions, comments, concerns, or ideas, that's what we're all about.

That brings me to my topic, what can we do for you? The Education

Committee's purpose and goals is to develop and provide educational and networking opportunities for you, the membership. We can best do our job with your input as to what issues and topics you, your staff, and colleagues want or need to know more about. Only then can we best structure an overall educational and experience resource network that will meet your day-to-day needs, as well as those of your institution, and the facilities management and planning profession.

As we move forward to develop the Chapter's future offerings, we look to you for guidance, suggestions, and ideas. We also need your complaints and criticisms when our efforts have fallen short. Feel free to contact me or any of the Committee members listed below, or write your thoughts on the "Hot Topics" pad and easel at the upcoming Chapter meeting at Colby College in October.

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The Essentials of Of Chapter Participation

BY DON BRISELDEN,
PHILLIPS EXETER ACADEMY

Perhaps you have been a member of the Northern New England Chapter for some time or may just have started your involvement. As you observe the chapter meeting proceedings you may wonder how one participates in the Chapter leadership and management. Well I'm glad that you are curious. Participation is not only essential for the health and longevity of the Chapter, it is also rewarding and fun Here is a short summary.

Officers and Directors:

The chapter by-laws provide for the Chapter officers and directors. They provide for a President, Vice President, Secretary / Treasurer and three Directors, one each from Maine, New Hampshire and Vermont, and an Ex-Officio position for the Past President. The term of office for the officers and directors is two years. Elections are held at the spring chapter meeting. The next election will be at the spring 2003 meeting to be held at Phillips Exeter Academy on Thursday, March 27, 2003.

While there is no prescribed chain of progression, it has been customary for a person to enter as a director, possibly hold office as the secretary / treasurer, and move to the vice president position and then to the president's position. Each move is one that is dependent on being nominated for the position and then being voted to the position at the spring meeting.

Who's Who?

President:	Frank Mazzola,	Keene State College	603-358-2242
Vice President:	Gordon Cheesman,	Colby College	802-443-5003
Secretary / Treasurer:	Ann Goodenow	Bowdoin College	207-725-3440
ME Director:	Dave Barbour	U. of Southern Maine	207-780-4751
NH Director:	John Gratiot	Dartmouth College	603-646-2485
VT Director:	Dave Cutler	St. Michael's College	802-654-2653
Ex-Officio	Dan Gearan	St. Joseph's College	207-893-6619

Click on the Chapter website (<http://www.erappa.org/nne/>) to obtain additional contact information.

Committees:

The NNEC by-laws provide for the establishment of standing and temporary committees by the Board of Directors. The Chapter President selects the membership of each committee and appoints the chairperson. The committees usually meet in conjunction with the Chapter meetings. Occasionally a working session will be held between meetings, depending on the committee agenda.

Standing Committees:

Here is a brief description of the standing committees.

* Education Committee: Chair - Anita Bailey, Phillips Exeter Academy, 603-777-4434

Responsibilities: Represents the interests of the Chapter in developing educational initiatives. Assists and coordinates the Chapter involvement in site selection, scheduling of and support for educational workshops, seminars, and Chapter meetings. The education committee also assists the host committee in preparation for chapter and regional meetings. The education committee chair acts as the chapter representative to the ERAPPA Education Committee.

Click on the Chapter website (<http://www.erappa.org/nne/>) for the names and contact information for all committee members.

* Membership Committee: Chair - Don Briselden, Phillips Exeter Academy, 603-777-4442

Responsibilities: Develops programs to increase and retain membership. Represents the Chapter at APPA's regional and international meetings. Works closely with the APPA office with regard to membership renewals and recruitment of new members. Provides membership information at Chapter meetings and through the Chapter newsletter.

* Subscribing Members (Business Partners) Committee: Co-chairs - Rich Wolbach, UVM, 802-656-1075 and Bob Kief, Phillips Exeter Academy, 603-777-4465.

Responsibilities: Develops programs to increase and retain subscribing membership. Encourages subscribing member support



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Hosting... Made Easy!!!



BY: ANITA BAILEY, PHILLIPS EXETER
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Thinking back to our school days as children, we can all remember the kids who seemed to always volunteer with the answers, and those other classmates who tried to hide from view. Then there were the rest of the kids in between. As adults, we sometimes find that those same patterns continue on. In this case, I am talking about the chapter schools who step up to the plate to volunteer to host a spring or fall chapter meeting, and those schools who shy away from the thought. But why should I volunteer to take on such a task, you may ask? I hope to convince you that, should you take such a step, you will look back on it as a positive experience. So here I go...

Comraderie: If you have ever served on any kind of a planning committee before, you know that a team spirit, goals, and deadlines can do wonders to draw a group of individuals together. I had the good fortune of serving on the "Burlington 2000" planning committee when our chapter hosted the regional

annual meeting two years ago, and found working with this group to be such a positive experience that I actually missed our planning sessions once we were through. Our group at Phillips Exeter Academy is now planning for our third chapter meeting, scheduled for next spring. Gathering together people from your own facilities group, or co-planning with one or more other schools in your area for a joint effort, may be just what your staff needs to add vitality to your organization.

Support: We are not asking for volunteers without having a safety net in place. We are constantly looking at ways that we can work to support your organization's efforts to host a chapter meeting.

We have developed a Process Book that gets sent along to your planning group one year in advance. That book acts as a guide in how to organize your planning by providing a conference checklist, a planning timeline, samples of past chapter mailings, forms and other related information. We are constantly updating and improving this helpful guide. (I can let you borrow a copy to review, just for the asking.)

Future chapter hosts report their planning progress one year and six months in advance, at our chapter Education Committee meetings, held right before the start of the spring and fall chapter meetings. Let us know in advance if you would like to sit in on a session, so you can see how it works.

Five or six months prior to the meeting that your school would host, the past chapter hosts, plus members of the Chapter Board and Chapter Education Committees

are available to come to your school and work with you and your planning committee to whatever level of help you may need. This is a new initiative that started a little over one year ago, and is working very well.

Funds are available through ERAPPA, under their "Partners In Education" (P.I.E.) Program, that provide up to \$1,500 reimbursement for a special speaker or program that you may want to provide. I can provide more information for the asking.

Showcase: Most of you have visited other schools, often times as attendees at a chapter meeting. Visiting other schools is always an opportunity to see how things are the same or different at other locations. What do you have that you would like to showcase to your colleagues visiting from other schools? Just as you find benefit in visiting other schools, others in turn would like to see how your campus looks and functions.

Limitations(?): Don't have the internal resources, you may say? Consider co-hosting with one or two other schools in your area- a great way to develop new and positive relationships with your peers! Need to consider the financial piece? Our chapter meetings generally, through registration funds as well as Business Partner support in the form of booth fees for the exhibit area, at a minimum break even. Additional support may be available through chapter funds. Such requests should be addressed to the chapter board. Too busy to pull it off? I don't have any easy answers to that one, other than that is something common to all of us, and yet some of us manage to fit it in- you can generally accomplish what you set out to do. Starting to plan early and

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ZONE MAINTENANCE FROM PAGE 2

affected by the time of the season, etc but will be monitoring it as we go.

Right after these discussions with the crew took place we also started literally measuring our campus so that we could justify our crew levels and also use the 6 levels to help us understand just how long it took to prepare a zone for each different level, i.e. 1 person to one half (1/2) acre for Level 1 – World class, formal gardens. We've measured three quarters of our campus thus far and are fast closing in on the remaining one quarter. We set up a simple Excel spreadsheet that shows zone #, building name, space for description of area (south side, western half, etc) measurements, total square footage and lastly, type of space measured (flower bed, walkway, parking lot, grass, etc). This spreadsheet alone will allow us to build new and better zones based on actual square footage measurements, justify our staffing levels and do some analysis.

From my perspective, having taken the time to sit down with the crew for these daily sessions and taking one piece at a time to discuss and get their "take" on how we might handle them was rewarding for me and I believe made each of them feel some responsibility for how we would fashion our program. It has always been important to me that members of my teams feel included and valued in our work here at Facilities Management and I think the process we used to initiate a grounds management system has allowed us to get a solid commitment from our grounds members that will be

a good base from which to go forward on. If we can be of any help to anyone just starting out or if anyone has tips for us to hear, please contact me at (207) 725-3440 or at "agoodeno@bowdoin.edu. n

The Image Committee At Phillips Exeter Academy

BY JAY LORD,
PHILLIPS EXETER ACADEMY,

What is an "Image Committee"? A few years ago, some staff members in the Facilities Management Department at Phillips

Exeter Academy got together to begin a movement to improve our image. Under the guidance and encouragement of Bob Kief, the Assistant Director for Facilities Renewal, the committee identified its mission, "to create an awareness of our image as professionals within each of us as individuals.

The Image Committee began by supplementing shop equipment with ladders, vacuums, toolboxes and first aid kits, and created a quarterly "Image Award". Every three months, employees are requested to complete nomination forms for the award by recognizing excellence in co-workers. It's not a popularity contest, and the person with the most nominations doesn't always win. Once the committee selection is made a coffee hour, breakfast, pizza party or cook-

out is planned to honor two recipients with an award and gift certificate. Photos and engraved plaques are also mounted at the entrance of the facilities building.

The Image Committee also begun a "100 Hour Club" to help support community service projects. Labor is provided for projects that had some tie to the Academy and benefit a non-profit organization. The committee has recently completed their first project with the help of nine volunteers ~ a small painting project at the American Independence Museum ~ with another garden project planned for the fall. n

BILL GARDNER FROM BACK PAGE

Bill served as president of ERAPPA in 1978 and was the first president of the Massachusetts Chapter, the second chapter to be established in the United States, according to Bill. He was elected vice president for professional Affairs for APPA but never assumed the office because he accepted the position at colonial Williamsburg, making him ineligible to serve as the V.P. Bill has also taught for many years at the APPA Institute. We wish Bill many enjoyable years in his retirement.



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pus planning and website design. The program will also offer campus tours, a recycling panel discussion and a demonstration of Colby's steam plant and cogeneration operation.

We are pleased with the interest shown by our business partners, and we will have a wide selection of businesses represented. The program will offer plenty of opportunities to spend time finding out what these people have to offer in the latest goods and services.

No meeting would be complete without the chance to network with your colleagues from other institutions throughout the region. We have planned some great meals, a social hour and banquet, with music and Maine humor from the Half Moon Jug Band.

We look forward to seeing many of you here at Colby in the fall. Make your lodging reservations early to guarantee your room. We promise you an informative and enjoyable two days in central Maine. Registration materials will be mailed out in the first week in September, or check the chapter website for details:
<http://www.erappa.org/nne/Colby2002.htm>. n

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breaking the tasks up into short-term goals can work- this is something that all of us in facilities are doing all the time!

Rewards: Finally, after your "guests" have come and gone, you will have that sense of satisfaction that comes with having pulled it all together successfully. You will have grown in a positive way from the experience. Sure, it's work, but it feels good.

Available Dates: Time is on your side. We have most slots filled up through spring of 2005. However, we like to continue to get schools on board. Plus think of it this way- once you commit, you have lots of time to plan ahead! Here is a listing of upcoming meeting commitments:

Fall 2002 October 14-15

Colby College

Spring 2003 March 27-28

Phillips Exeter Academy

Fall 2003 October 16-17

Middlebury College

Spring 2004 March 18-19

University of NH

Fall 2004

TBD

Spring 2005 March 24-25

University of Southern

Maine/Portland

Future Date

Your School

Finally, please contact me (abailey@exeter.edu or (603) 777-4434) or any board or education committee member to ask questions or indicate an interest in hosting. n

CHAPTER PARTICIPATION FROM PAGE 4

of and participation in chapter and regional meetings. Also serves as subscribing membership support to the regional meeting committee.

*Scholarship Committee:

Responsibilities: Develops initiatives to encourage and increase participation in the Chapter's scholarship program. Reviews and provides scholarship recommendations to the Chapter Board of Directors.

*Temporary (Ad Hoc) Committees:

The Chapter President designates temporary committees and appoints the members and designates the chairperson. The committees cease to exist upon presenting a final report. The committees may extend from one administration to another, subject to the confirmation of the incoming president. Presently there are three temporary committees: Nominating Committee, Audit Committee, and *Regional Meeting Committee:

We believe that the Northern New England Chapter is top notch in its organization and services that it provides to members. Our success is directly related to the knowledge, skills and dedication of the volunteers who year after year participate in the various officer, director and committee positions. Our continued success will also be dependent upon new interests and fresh perspectives as well as continuity. The Chapter needs you.

I end this with a simple request. If you have an interest in participating in the Chapter leadership and want to join a first-rate team, contact one of the people listed above. Your help at any level will be valued and appreciated. You will enjoy the association.

Many thanks. Looking forward to talking with you at our next Chapter meeting. n

NORTHERN NEW ENGLAND HONORS BILL GARDINER

The Northern New England Chapter of ERAPPA honored William Gardiner for exemplary service at its semiannual meeting this spring.

At the meeting, which was hosted by and held at Bowdoin College in Brunswick, Maine, March 21 - 22, Bill was recognized for his many years of service to APPA, ERAPPA, NNEC, and the former Massachusetts Chapter when he was presented with the NNEC's Meritorious Service Award at the end of the Chapter Business Meeting and banquet. Bill has announced his retirement effective June 2002 after serving eight years as the Director of Facilities

Management at Bowdoin.

During Bill's tenure, the Bowdoin campus has undergone over \$100 million dollars in renovations and new construction. Bill was recognized by Dave Barber, NNECER-APPA Board Director for the state of Maine as a true gentleman and a person of great knowledge and integrity who has had an exemplary career. He is one of the senior Facilities Management Directors in the chapter and the country. His name often comes up as someone that other FM directors contact when they need advice about a facilities management problem.

After graduating from Rensselaer

Polytechnic Institute, where Al Stearns (who also recently retired) was Bill's roommate, Bill went to work for the George Fuller Company as a project manager. He and his wife Nancy and family traveled around the United States working on a variety of projects. His move into higher education facilities management came with his next position as a project manager at Harvard University.

Smith College came knocking on Bill's door next and managed to lure him out of the big city to the country in western Massachusetts as the director of physical plant. Colonial Williamsburg next recruited Bill for a vice president's position overseeing the facilities management area. In 1994 Bill accepted the position of director of facilities management at Bowdoin College. Two of Bill's children were living in the Brunswick area at the time, so the decision to move to Maine wasn't a difficult one.

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