



## President's Podium Tower of Terror

All facility managers probably have that one piece of equipment in their building that makes their life miserable. Mine is our freight elevator installed back in 1963. In the past two years, we have spent thousands of dollars in service call outs and repairs. We did a cost analysis on it and decided to convince upper management to stop the band-aid approach and do some major up grades to it. Six years ago, we had invested money and installed a state of the art logic control board for the operation side of the elevator, but unfortunately, the past two years had been constant door problems. Along with the new door package, we needed to bring our single wall jack up to the new code of the double wall cylinder with a PVC liner. Estimate of repairs plus contingency money - \$90,000.00.

The elevator, as far as I was concerned, was possessed. Besides the doors jamming and the weekly trapping someone on it, was the mystery floor. If you got on the elevator on the second floor and wanted to go down to the first floor, it would always go up to the third floor first and the door would open up. This was a real problem since our old elevator is mostly manual, meaning the doors will open by themselves, but you have to manually close the door. So you would wind up walking up the stairs from second floor to third to get on the elevator, then manually close the doors and then go down to first floor. I tried for months to convince my co-workers that taking the stairs was good for them; no one thought I was funny.

The Otis elevator crew that was making the upgrades confirmed my theory that the elevator was indeed possessed. The following is the super condensed version of what started happening after they arrived.

In trying to pull out the old cylinder, we broke one rope, three wenches and snapped a hoist chain.

Old cylinder out - walls start to cave in and pit fills with water. Enter pump truck and change order #1.

Now, we try installing the new cylinder and the liner. Shaft was not wide enough for the cylinder sleeve to fit. Unfortunately, we got the sleeve down in just far enough to get it really stuck. Two days to get the PVC sleeve back out - shattered and in multiple pieces. Now we need another PVC sleeve liner.

Must core drill the shaft to make room for the sleeve. Change Order #2. Work all day Saturday, all day Sunday. Finally rigging in place, start to drill at 4:00 p.m. Sunday afternoon. Shaft breaks off the drill at the gearbox, three-day delay to repair drilling equipment. Shaft eats a cell phone. Drilling crew not having a good day.

### Contents

[President's Podium](#)  
[March Program Review](#)  
[Knowing What to Say and How to Say It](#)  
[April Meeting Preview](#)  
[Professional Development Opportunities](#)  
[We Want to Hear From You](#)  
[Day Care Facilities Management](#)  
[Last Call for CFM Study Group 2003](#)  
[CFM Question Quick Pix](#)

Drilling now complete. Pit floods again; found that underground spring. No change order this time. Otis, concerned about my mental health, generously pumps the pit with no additional charge.

Week number five. My old elevator crew does not show up on Monday morning and I have two new guys. They report the old crew was suffering from major frustration and a wrenched back from trying to get the stuck PVC out. New crew is very optimistic that they can overcome the possessed elevator pit.

In a matter of days, new cylinder and liner is in. Great strides.

Now, we start to install the four new doors. Elevator crew fails to contact me for a hot permit. Building evacuates due to the fire alarm going off. I always so enjoy seeing the pretty red fire trucks on our front lawn. Unfortunately, the president of the company does not. Donna has long discussion with crew.

Project was estimated four weeks for cylinder, two weeks for doors, two weeks contingency, and we are now entering week nine. New crew's optimistic attitude is now sagging.

Elevator crew reports that the floor openings have different widths and on the bottom floor the shaft bows out 1 inch. There are going to be more delays while they try to figure out how to get the door tracks to line up straight. The mystery of the door problems for the past few years is now solved. Crew regrets to inform me that finishing up in another week and half is not looking likely. Wow, what a surprise.

As I send this off for our newsletter we are now in week twelve. They are working on the last corridor side door, and then move onto the interior gates. Perhaps one more week...Otis and their sales staff have been doing a great job of checking on me and keeping me well supplied with aspirin. We have just ordered a new metal deck plate for the cab floor. At least something on the inside where people will see it will be new!

As Robert Rives said to me in consolation, "There are some projects that you should just update your resume and move on before it's time to do them." Sounds like Robert has his own story to share with us.

Donna Koontz, President  
Kansas City IFMA Chapter



[Back to Top](#)

## MARCH PROGRAM REVIEW

By Jackie Coleman  
Scott Rice Office Works

### **Workplace Legal Issues Affecting Facilities Management**

The Chapter meeting was held at Yellow Transportation Headquarters at Noon. We would like to

thank Yellow Transportation for use of their very accommodating space. We had about 65 people in attendance.

Our speakers Michael L. Bluementhal and Nancy M. Leonard addressed legal issues that had impact on Human Resources and Facility Management.

The presentation addressed:

- OSHA
- Emergency Planning/Preparedness
- ADA
- Harassment and Discrimination

### OSHA

Michael discussed the new approach to OSHA's ergonomics program as a "voluntary compliance" approach. The new administration is going after target industries that have more incidents of carpal tunnel. The first target group is nursing homes, the second is grocery stores, and the third is the poultry industry.

He suggested a simple Ergonomics 101.

- Analyze OSHA 300 Logs/and or group health claims for pattern of repetitive motion or lifting injuries within certain job classifications.
- Analyze identified jobs to identify possible risk factors.
- Have employee involvement to brainstorm and propose common sense solutions to minimize risk of injury.
- Implement medical management including written standing orders from a doctor identifying signs and symptoms of upper extremity and back problems and protocols for treatment.
- Train employees about signs and symptoms of injuries and methods for reporting to receive early treatment.

Don't be afraid of opening a can of worms with this one. It is better to nip the problem in the bud than to have it linger with no recognition. You will be able to eliminate the real issues with protocols.

- Document your efforts to put in place this program.

### Emergency Planning

Michael also discussed the benefits of emergency planning. In 1993, the World Trade Center was attacked by terrorists, and it took nearly four hours to evacuate the building. After that attack, \$90 million was spent on reflective paint on the stairs, railings, and stairwell doors, and bright arrows were painted along the corridors pointing to the stairway connections. Loud speakers were installed in offices and hallways. Evacuation chairs were installed for every disabled person. Other changes made included obtaining a second power source for safety equipment, duplication of fire command posts, the assignment of evacuation wardens for each floor, and evacuation drills conducted every six months.

The money was well spent. On September 11, 2001, when the Trade Center was attacked again, it

took only 1 hour and 45 minutes for both towers to collapse. Below the impact zone, 99% of the estimated 10,000-14,000 workers in both towers escaped. This underscores the importance of proper preparation for emergencies and disasters, including well thought-out and well-drilled evacuation procedures, facility readiness, training, education, and communication..

Emergency action plans require these elements:

- Means for reporting fires and other emergencies
- Emergency escape procedures and escape route assignments
- Procedures for employees who remain to perform (or shut down) critical plan operations, operate fire extinguishers, or perform other essential services
- System to account for all employees after evacuation
- Rescue and medical duties for any employees expected to perform them
- Names, titles, departments, and telephone numbers of persons to contact for additional information or explanation of duties
- Training

The following are recommended elements of an emergency action plan:

- "Emergency Coordinator"
- "Evacuation Wardens" (one warden for every 20 employees)
- Method to account for non-employees
- Alternative communications center
- Secure location to store duplicates of important records and legal documents
- Inventory of emergency equipment
- Frequent drills and training (at least annually)

## ADA

Nancy Leonard spoke from a unique perspective about ADA issues, since she has been in a wheelchair most of her life. She studied to be a lawyer to represent the plaintiff, but has found herself on the defendant's side because, in a majority of the cases she has seen, the employers "will do the right thing". Her approach to people with access or impairment disabilities is to create access with dignity. Talk to the individual first and see what accommodations they suggest are needed. For example, it could be as simple as the ramp that Yellow provides to allow her to access the stage area.

The Carpal Tunnel Syndrome group is most popular for lawsuits on accessibility. However, the courts may not consider this a disability.

A company also needs to review evacuation plans with the disabled. Don't be overly sensitive or assume there is a need. All that needs to be provided is effective and reasonable accommodations. Provided below is a list of ADA websites for more information.

Michael and Nancy can be contacted for more information at (816) 472-6400.

Or [mblumentahl@constangy.com](mailto:mblumentahl@constangy.com)

Or [nleonard@constangy.com](mailto:nleonard@constangy.com)

## ADA Websites

Disability and Business Technical Centers (DBATCs) - [www.adaproject.org](http://www.adaproject.org)

U. S. Department of Justice - [www.usdoj.gov/crt/ada/adahom1.htm](http://www.usdoj.gov/crt/ada/adahom1.htm)

Equal Employment Opportunity Commission - [www.eeoc.gov](http://www.eeoc.gov)

Access Board - [www.access-board.gov](http://www.access-board.gov)

Internal Revenue Service - <http://www.irs.ustreas.gov>



*Presenter, Attorney Michael Bluementhal*

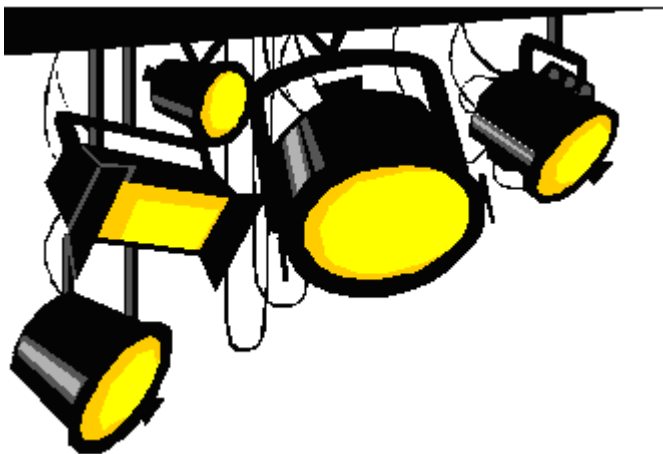


*Presenter, Attorney Nancy Leonard*



*Program attendees*

[Back to Top](#)



# FOCUS FEATURE

## **Knowing What to Say and How to Say It**

In today's complex, diverse and fast-paced global marketplace, we seek leaders who can provide us visions, purpose and direction. Our ideal leader has the ability to challenge us to be the best that we can be or achieve seemingly unthinkable objectives. The ideal leader possesses excellent communication skills. An effective leader is one who knows what to say and how to say it. Interfacing successfully with clients (internal and external), suppliers or service providers and achieving win-win results depends upon you and your communication skills. Remember: the art of communication comes with observation, practice, learning and understanding. In our global marketplace, communication must be clear, concise, and easily understood.

### **Verbal and Non-Verbal Communication**

Verbal communication is and remains the use of one's vocal chords to speak to another person. The volume, pitch, tone and intensity of the sounds or words we utter may charm, confuse, enlighten, terrify or soothe our listener(s). Other types of verbal communication include writings, such as memos, articles, facsimile messages and e-mails.

Non-verbal communication is and remains the use of our body parts-eyes, hands, or arms-primarily. Non-verbal communication also includes touching and body posture. Non-verbal communication, sometimes referred to as gestures, can be positive or negative. Our facial expressions, for example, can range from interest, enjoyment, surprise and distress to fear, shame, contempt and anger.

### **Effective Communication**

Effective communication creates a circle of positive feedback. Key elements of the communication process include talk, rapport, listening, questions and understanding. Let us now examine each of these elements briefly.

#### **Talk**

When speaking to another or others, your voice, words and body language should be congruent. Speaking, especially, at the right pace is very important, for you can either kill or captivate your audience. Avoid using idioms when communicating with others, especially people from a foreign country who may not be familiar with your local idioms or colloquialisms.

#### **Rapport**

Simply stated, rapport is a relationship, which you develop with others. Listen with your ears and your eyes.

#### **Listening**

Listening is the most important communication skill. Experts in the field of communication remind us that, without the ability to listen, we cripple or stunt our growth as human beings. You should never be in such a hurry to say what is on your mind that you miss what another is saying and how and why. A good listener shows the other party respect and asks questions when appropriate.

#### **Questions**

Questions are an opportunity to gain greater understanding and knowledge. Tragically, some view the asking of a question as a great risk to their stature. People do not want to appear to lack knowledge amongst their peers or superiors. Asking open-ended questions which begin with the words "how", "why", "what", "when", and "where" present the speaker with an opportunity to embellish his/her thoughts in greater detail. Conversely, if you are seeking a commitment, ask a close-ended question that prompts the speaker to reply with a "Yes" or "No" answer.

#### **Understanding**

Is understanding the net result of talk, rapport, listening, and questions? The answer is a resounding "Yes". Understanding represents agreement on issues or problems and the closure of them for both parties. Understanding also represents the transfer of knowledge or experience from one party to another. Remember: never let past perceptions, prejudices, biases or disagreements prevent you from reaching an understanding with another person(s). You might later regret your missed opportunity. Dare to think outside the box to alter the cycle of no-win actions and reactions.

#### **Behavioral Styles**

The behavioral experts believe that there are four (4) basic behavioral styles utilized by men and women alike. These styles are "The Amiable", "The Expressive", "The Analytical", and "The Driver". Knowing these styles and variations of them is paramount to your success as a communicator.

#### **The Amiable**

The Amiable Individual is supportive, an "active" listener, and dependable. He/she tries to avoid risk taking and is dependent upon others. This person exhibits warmth and agreeability in

discussions with others. The Amiable Person needs to be liked and seeks friendly, close relationships.

### **The Expressive**

An Expressive Person is one who can be assertive, dramatic, talkative, and opinionated. This individual, on the other hand, can be warm, approachable, spontaneous and fast-paced. Most of all the Expressive Individual needs to be admired.

### **The Analytical**

The Analytical Person is orderly, task and detail oriented, efficient and time disciplined. Although possessing a questioning attitude, he/she overdoes problem solving in the quest for the exact answer or the logical conclusion. This very serious person needs to be right.

### **The Driver**

The Driver is very assertive, task and facts oriented, and a poor listener. He/she initiates actions, gives a fast, efficient response and exhibits impatience with delays. One finds The Driver wants things done his/her way and needs to be in control.

### **Building Solid Relationships**

Using your communication skills and styles with an understanding of your unique behavioral styles will aid you in building solid business relationships with your suppliers and customers. In both domestic and offshore business discussions, avoid topics ranging from politics, religion and race to the role of women in the workplace. Remember that in some cultures, such as Japan, Brazil, Greece and Spain, it is important to build a personal business relationship before commencing business discussions, which may include negotiations. In other cultures, such as Germany and Switzerland, it is important to conclude the business discussion before building a relationship with your counterparts in those countries.

### **Summary**

To achieve the most out of your business or personal communications with others, remember your attitude, approach and expectations represent fifty percent (50%) of what you achieve. Your goals, skills and emotions account for thirty percent (30%) of your achievements. Your self-discipline, predictability or reliability and ability to master and use previously learned ideas or tasks represents the final twenty percent (20%) of what you achieve. Success or your ability to achieve in your business or personal communications, however, depends upon a one hundred percent (100%) commitment on your part.

"Knowing What to Say and How to Say It" is not impossible. With study, practice and constructive criticism, you can become the master in the daily communication battle. Remember: think before you speak or write, put yourself in the shoes of the recipient of your communication, smile, and never lose sight of your communication goal or objective.

Leaders are doers. Leadership comes from trying and experiencing failure, for from failure comes learning and success. Those who never try are the ones who fail. Doers master the art of communication and face challenge and adversity. Successful leaders do not build barriers to effective communication with their peers and their people. They persevere and are the true leaders!

Partial reprint of "Knowing What to Say and How to Say It", by Judy Rusoff, Licensed Real Estate Broker.

From IFMA World Workplace, Conference Proceedings, Toronto 2002



## APRIL MEETING PREVIEW

# We've Got to Stop Meeting Like This! Skills for Improving Team Meetings

**What:** This 2 ½ hour workshop is designed to improve efficiency and effectiveness of meetings?  
You will learn:

- How to use the four phases that occur in typical meetings for maximum effectiveness
- How to avoid the most common problems that occur in meetings
- How to achieve the two necessary elements that every meeting needs
- How to develop clear meeting goals
- How to strategically organize an agenda
- How to solve problems in meetings
- How to enhance interaction and participation in meetings
- How to make meetings shorter, but accomplish more
- How to manage difficult personalities in meetings
- How to keep a meeting on track even if you are not the meeting leader
- How to avoid the common pitfalls of brainstorming
- How to get people to prepare for meetings before the meeting begins



This workshop is followed by a session, "A Leader's Skill in Listening" from 11:30 a.m.-1:00 p.m.

**Who:** **Dr. Steven Beebe** is the author and co-author of nine books used at over 1,200 universities throughout the world. His co-authored book, *Communicating in Small Groups*, is the number one book used to teach group communication, teamwork, and meeting management in U.S. colleges and universities. Dr. Beebe is a communication consultant listing such clients as IBM, 3M, Motorola, Prentis-Hall, Knight Ridder Publishing, as well as the U.S. Department of Education, U.S. Department of Defense and the Governor of Texas Executive Development Program. He has been a Visiting Scholar at both Oxford and Cambridge universities in England. The National Speaker's Association named Dr. Beebe Outstanding Communication Professor in America in 1996. He has received numerous teaching awards at each university at which he has taught. He is serving his 17th year as Chair and Professor of Communication Studies at Southwest Texas State University.

**When:** Tuesday, April 22nd, 8:30 a.m.-11:00 a.m.

**Where:** Church of the Resurrection, 13720 Roe Avenue, Leawood, Kansas.

**Cost:** Session I Workshop **only** - Members \$35.00; Non-members \$45.00  
Session II Monthly Meeting **only** - Members \$15.00; Non-members \$20.00

Session I Workshop and Session II Monthly Meeting "A Leader's Skill in Listening" -  
Members \$40.00; Non-members \$50.00

**We accept cash, checks, MasterCard, or VISA**

### **IMPORTANT - CEU CREDITS**

Session I Workshop: 2.5 Credits

Session II Monthly Meeting: 1.0 Credit

If you have not received an invitation for this event from Evite.com, please contact the Chapter Administrator, Sheryl Wolfe at [wolfekcifma@earthlink.net](mailto:wolfekcifma@earthlink.net)

[Back to Top](#)

## Professional Development

### Listing of Upcoming Meetings

By Linda DeTienne, CFM  
Vice President – Education  
KC IFMA Chapter

If you are a member of a professional organization that offers educational meetings, workshops, etc., or if you become aware of sessions that would be of interest to your fellow facility managers, please let our Chapter Liaison, Ron Burns with Color Art, know about them. We will do all we can to communicate notice of such meetings. Email the information to [rburns@colorartkc.com](mailto:rburns@colorartkc.com) or call him at 913-888-6464.

Here are some upcoming professional development opportunities:

- April 8, Recreation Facilities Meeting, 11:30-1:00, at Sprint Campus Fitness Center. No cost, bring your own lunch or Deli available at Sprint. Sponsored by KC IFMA, and intended for anyone with responsibility for or interest in management or planning of fitness center facilities. For information, call Alan Bram at 913-327-8201.
- April 9-11, The Total Facility Management Show, Chicago, IL, [www.tfmshow.com](http://www.tfmshow.com).
- April 10 - ASID Spring Expo Neutrality 2003, Overland Park Convention Center, 9 a.m. to 12:30 p.m. Cynthia Leibrock, Principal of Easy Access to Health. CEUs of .3 available. More information: 816-415-3305.
- April 22, Communications Seminar: We've Got to Stop Meeting Like This, Dr. Steven Beebe

presenter. Location: Church of the Resurrection, 13720 Roe Avenue, Leawood. Offered through KC IFMA. CFM Maintenance points offered for attendance. The Kansas City IFMA Chapter is sponsoring a workshop to teach skills for improving team meetings, and . . . you can earn CEU credits at the same time! The regular monthly Chapter meeting will follow the workshop and focus on listening skills. It will also offer you the ability to earn CEU credits. Session I Workshop: 2.5 credits. Session II Monthly Meeting: 1.0 credit. Cost: Session I - \$35.00 member/ \$45.00 non-member; Session II - \$15 member/\$20 non-member. For information: [www.kcifma.org](http://www.kcifma.org).

- *NEW* CFM Study Group being formed. Commencing Tuesday, April 22, 4:30 - 6:30 p.m., and every Tuesday following that for six weeks. It is a free opportunity that will cost you only your time. Contact Linda DeTienne, CFM, at [detienne@ncricat.com](mailto:detienne@ncricat.com), or 913-663-4111.
- May 20, Mold in Facility Management: Mold is Not Your Friend. Jay Portnoy, M.D. and Kevin Kennedy with Children's Mercy Hospital presenters. Offered through KC IFMA. More information forthcoming.



[Back to Top](#)

# We want to hear from you . . .

If anyone is willing to share a story or write a small paragraph for our newsletter, please feel free to do so. We would love to hear about what projects you are involved with or share with us the "Horror Project of the Month". CFMs can receive 15 maintenance points for a published article in the chapter's newsletter. News articles are due to our Newsletter Editor, Becky Beilharz, on the third Friday of the month.

If you have any questions, contact President Donna Koontz at [dkoontz@mriresearch.org](mailto:dkoontz@mriresearch.org)  
or Newsletter Editor, Becky Beilharz at [blbeilharz@aol.com](mailto:blbeilharz@aol.com)

[Back to Top](#)

# Day Care Facilities Management

## DO YOU MANAGE?

Day care facilities

Playgrounds



## DO YOU WANT TO KNOW?

How to build facilities for day care  
Furnishing and equipping a day care  
Operating policies  
Child Safety/Liability/Insurance  
Day care regulations and inspections  
Safe playground surfaces  
Playground safety  
Cleaning and sanitizing the daycare  
Food Service



## LET'S GET TOGETHER

- Who:** KC-IFMA members who manage Day Care facilities
- What:** Maybe we can establish an on-going group around common interests
- When:** Tuesday, May 13th ... 11:30 a.m. - 1:00 p.m.
- Where:** Jewish Community Campus  
5801 West 115th Street  
Overland Park, KS 66211
- Cost:** No charge
- Lunch:** Bring your own. Beverage and dessert provided.
- To register:** Contact Alan Bram at 913 327-8201, Fax 913 327-8040  
or e-mail [alanb@jewishkc.org](mailto:alanb@jewishkc.org).



[Back to Top](#)



**Last Call for CFM Study Group 2003  
(Only a few positions remain)**

By Linda DeTienne, CFM  
Vice President – Education  
KC IFMA Chapter

*CFM - Certified Facility Manager: A truly reliable standard for recognizing the achievements of facility managers. On a global scale, the CFM designation serves as a standard measurement of abilities and experience in the management of facilities. Companies around the world can apply this criterion on staff hiring or advancements, knowing the skill level of those candidates rates among the very best.*

The Kansas City Chapter of IFMA is forming a study group to learn more about the IFMA core competencies and help prepare those individuals who desire to sit for the exam and become a CFM! The study will be led by Teena Shouse, CFM, General Manager of Employee Services for Sprint. In addition to serving on the National Board for IFMA, Teena is an instructor for IFMA headquarters and was responsible for writing the book used for the national course on CFM Review.

We have 24 individuals signed up (class size limited to 30) to commence on Tuesday, April 22, and they will meet each Tuesday after that for 6-7 weeks, with sessions running from 4:30 to 6:30 p.m. You do not have to attend each and every class to benefit from the experience, but each class will be focused on a different core competency and you won't want to miss it. Classes will be held at the Sprint Campus. Now you are asking: What will this cost? Your investment is your time and your talents. No fee, no tuition, no registration fee. Will you ever have a better opportunity to learn for free?

If you wish to be placed on the list for the class, please contact Linda DeTienne, CFM, right away. You can reach Linda at NCRI - National Catastrophe Restoration, Inc. at [detienne@ncricat.com](mailto:detienne@ncricat.com), or 913-663-4111.

[Back to Top](#)



### **CFM'S KNOW - DO YOU?**

Following is a question which might appear on the CFM (Certified Facility Manager) exam. Can you answer it?

**What is the best reason to implement office standardization?**

- A. Employee satisfaction levels will increase.
- B. Modular furniture has been improved.
- C. Corporate culture has changed.
- D. Optimum space utilization will be achieved.

*Answer to last month's question: C. All building occupants.*

[Back to Top](#)

## **Quick Pix**



*Jackie Coleman introduces the program*



*Alan Bram serves cookies*







*Bill Anthony visits with Attorney Nancy Leonard after program*





*John Harter, Jeanne Brandt, Rita Beebe, Gary Roberge, P.J. Hart*

[Back to Top](#)