

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

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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 APPA 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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