

THE Pipeline

KEEPING FACILITIES MANAGEMENT EMPLOYEES INFORMED



November 2002

FM Employee's are Star Performers

On Wednesday, October 30, University Services held its annual University Services Forum. The forum brings together personnel from all areas of University Services including Auxiliary Services, Campus Health and Safety, Housing and Residential Life and University Dining Services to learn about issues concerning the University and to recognize University Services' Star Performers.

This year's forum began with opening remarks from Kathleen O'Brien, the new Vice President of University Services. Vice President O'Brien spoke about University Services' top 5 initiatives in support of President Bruninks' vision for the University. She then introduced President Bruininks who talked about his vision for the University and how University Services contributes to that vision. The major initiative that both President Bruininks and Vice President O'Brien spoke of involving FM is the "Beautiful U" initiative.

Following the guest speakers, forum attendees enjoyed an excellent luncheon where 6 University employees were recognized as Star Performers. Star Performers are employees who consistently go above and beyond the call of duty and embody the University Services values of service, integrity, safety, teamwork, quality and communications in their day-to-day responsibilities at the University of Minnesota. This year's Star Performers, selected by nominations submitted by their bosses, colleagues and customers are Karen Bobert, Mannix Clark, Ann Durushia, Almaz Feyissa, Don Hau and Mike Marotteck. Four of the six honorees are members of the FM family.

Ann Durushia, a Human Resources Consultant was honored for "playing an instrumental role in the recent successful implementation of the Mechanic I, II, III project in Facilities Management which reduced the mechanic classifications from six to three. The change will increase work assignment flexibility and decrease costs to the University." Ann is described as a person always willing to go the extra mile, put in extra time to complete what needs to be done, and does so with a friendly and positive attitude.

For everything that is done in FM, the impression that many people in the University community have of our department depends on the front line employees like Almaz Feyissa. She is the face that faculty and staff in the Executive Training Center at the Carlson School of Management put on University Services and we are fortunate to have such a face. Her letter of nomination states, "Almaz keeps the Curtis L. Carlson Boardroom and the Executive Training Center in pristine condition. Her attention to detail is unflinching, her commitment is obvious and her demeanor is always pleasant." The individual who nominated Almaz also stated in her nomination that, "we can be assured, with her control of these areas, that we will receive the highest compliments from our executive-level visitors." Almaz is a Buildings and Grounds worker in Zone 2.

The University lost a wonderful employee and friend this past August when Don Hau, an Owner's Representative, lost a courageous battle with cancer. Don was a true Owner's



STAR PERFORMER ALMAZ FEYISSA



STAR PERFORMER MIKE MAROTTECK



THE FAMILY OF DON HAU ACCEPTED THE STAR PERFORMER AWARD ON HIS BEHALF.

...continued on page 2

Star Performers continued...

Representative in the sense that he managed each project as if his own money was involved. According to his letter of nomination, his frugality was legendary and he was known to come up with innovative cost saving measures, scrutinize change orders for errors or overcharges and combine projects to achieve economies of scale. At the same time, he had a generous heart when co-workers were sick, hurt or suffered a death in the family. Since 1999, FM records show that Don managed 131 projects valued at \$68 million. This is just a fraction of the actual projects he managed since 1987. The overwhelming customer satisfaction he earned was seen in the many thank you cards, letters of recognition and invitations to ribbon cuttings that were discovered while cleaning out Don's files. Being the humble man that he was, they were simply tucked away without fanfare. When Don became ill, his co-workers report that not a day that went by that a contractor, sub-contractor, co-worker, inspector or someone didn't ask how he was doing. Don will always be remembered as a Star Performer.

The fourth FM employee to receive star recognition is Michael Marotteck, a Principle Accountant in FM. Mike embodies the behind the scenes initiative and creativity that few people see but everyone relies upon in the many systems and processes in University Services. Through his leadership and innovative thinking, Mike has lead the continuous improvement of the FM payroll systems. His solutions have lead to improved reliability of data entry, reduced the number of forms, and resulted in more accurate head counts.

FM is proud of our Star Performers who consistently go above and beyond the call of duty and embody the University Services values of service, integrity, safety, teamwork, quality and communications in their day-to-day responsibilities at the University of Minnesota. Congratulations Ann, Almaz, Don and Mike!

What's Going on in FM...

Steve Spehn, Associate Vice President

This month, Bill Chose and I visited several Zones to speak with building and grounds workers about the new Custodial Program Improvement Initiative. I am very impressed with the way everyone has received the program and how everyone is working to support this new initiative. The buildings are looking very good. We appreciate the candid feedback that is being offered on the program. We will be visiting every Zone and hope to speak with all of the building and grounds workers and operations supervisors. It is important for us to hear what all of you think and if there is something you think we can or should be doing differently, please let us know.

Congratulations to Almaz Feyissa, Ann Durushia, Mike Marotteck and Don Hau on receiving this year's University Services Star Performer Award. It is wonderful to see both the frontline staff, Almaz in Building and Grounds and Don in Construction, and the workers behind the scene, Mike in

Accounting and Ann in Human Resources, recognized for their contributions to University Services. The recognition of these four individuals reminds us that FM is made up of many different jobs done by many different individuals. While Star Performers are recognized on a yearly basis, please remember to use FM's "U Done Good" recognition program to recognize our star performers on a regular basis.

In the spirit of Thanksgiving, I would like to thank all of you for your hard work and for your contributions to FM this year. I hope that you all had an enjoyable Thanksgiving holiday and wish you and your families a safe and happy holiday season.



Welcome to FM!

November new employees

Benjamin Aschenbrenner	Zone 1
Arefaine Berhe	Zone 1
Brian Brooks	Construction
David Brummer	Construction
Gene Cooper	Zone 3
Stacy Guin	Construction
Kadra Ali Hassan	Zone 6
Thomas Hennek	Construction
Ronzell Jones	Zone 6
Kerry Malsam	Construction

Mary Martin	Sign Shop
Samuel Mengistu	Zone 3
Jalale Hounbissa Nemara	Zone 6
Redenta Kanisio Okeleng	Zone 6
Barry Olson	Zone 2
Geitu Osman	Zone 5
Josh Sheehan	Zone 4

Safety Accomplishments

The safety team for the month of November is being recognized for their maintenance efforts within the safety arena. This team was responsible for the effective and successful implementation of the day trade maintenance Safety Pre-Task Planning Card (SPPC). The SPPC is a loss control tool that assists line personnel in identifying hazards with their work related tasks and defines methods of preventing or rectifying the hazards before initiating the job or work task. The day trade maintenance personnel originated the SPPC back in March of 2000 for use and it has grown and adapted to the changing tasks in the maintenance environment. One such adaptation that was implemented to meet a specific OSHA regulation directly affected the electricians. This involved adding information to the SPPC so that all electricians, especially the electric utilities crew, can accurately assess the arc/flash potential during switching, vault access, panel board/switchboard and motor control center maintenance. The results speak for themselves. Seventy-four weeks have passed without a single OSHA recordable injury! This success would be rather improbable if it wasn't for the supervisory

November Safety Team



PICTURED (LEFT TO RIGHT) BACK ROW: JIM CHARTRAND, JON CRANE, BILL HALONEN, BOB MURPHY, TED FASBENDER, ED SANDERS, BERNIE ELVENDAH, MIKE RICKARD
 FRONT ROW: DAVE WEIGEL, AL FLEMING, LAMONT WENZEL, HAROLD PREITZEL, ROB DEMING, KEITH JENSEN, LES KOEZA
 NOT-PICTURED: DUANE FOSTER, BRUCE SEGERSTROM, CHUCK LARSEN

leadership demonstrated and the active and sincere participation of all the electric utilities crew. This team of professionals provides yet another excellent example of functional team building, problem solving, communication, and implementation of training.

FM Safety Performance

This safety chart shows the monthly Facilities Management Safety Performance for January 1st through October 20, 2002. All of the information is based off of the 2002 OSHA 300 log (Daily Log and Summary of Occupational Injuries and Illnesses). The chart represents a measurement tool which is devised to gauge safety performance of individual units within FM, based on their OSHA recordable injuries (i.e. medical treatment other than first aid).

Facilities Management Safety Performance (Calendar Year)												
January 1- October 20, 2002												
RANK	Operating Group	OSHA Recordables	First Aid Cases*	Lost Work Day Cases	Lost Days	Restricted Days	Total Hours	LWDCR	RIIR	2001 RIIR	2001 LWDCR	
1	Electric Utilities-EM	0	0	0	0	0	26,004.90	0.00	0.00	15.68	15.68	
2	Asbestos Abatement-FS	1	2	0	0	0	10,514.90	0.00	0.00	22.19	22.19	
3	BRAC	0	0	0	0	0	14,918.40	0.00	0.00	0.00	0.00	
4	Elevator Shop-FS	0	1	0	0	0	13,574.90	0.00	0.00	12.07	0.00	
5	Administration	2	4	1	3	0	424,312.60	0.47	0.94	1.42	0.71	
6	Zone 3- 2nd/3rd Shifts	10	22	8	15	43	246,526.90	6.49	6.11	25.00	12.30	
7	Zone 2- 2nd/3rd Shifts	6	6	6	5	22	127,000.20	9.45	9.45	11.10	6.25	
8	Steam Utilities-EM	2	0	1	11	21	30,533.30	6.55	13.10	10.82	8.12	
9	Zone 1- 2nd/3rd Shifts	8	5	7	24	13	121,566.30	11.52	13.16	7.11	4.28	
10	Zone 6- 2nd Shift	8	8	5	16	80	66,276.90	11.33	13.59	16.07	5.76	
11	Sign Shop-FS	1	1	1	0	3	14,554.80	13.74	13.74	8.62	0.00	
12	Zone 4- 1st Shift	6	4	4	0	95	64,698.80	9.45	14.17	8.85	6.66	
13	Zone 6- 1st Shift	4	2	3	4	19	55,680.40	13.74	14.32	6.45	3.23	
14	Landcare-FS	5	6	3	0	13	69,024.80	8.66	14.49	21.46	15.61	
15	Construction	13	26	8	26	141	171,856.50	9.31	15.13	33.75	28.56	
16	Zone 3- 1st Shift	10	4	4	8	17	116,453.00	6.75	16.80	7.85	7.85	
17	Zone 5- 2nd/3rd Shifts	8	8	5	12	15	90,968.70	13.99	17.59	14.89	14.89	
18	Zone 1- 1st Shift	9	4	2	0	26	190,911.00	3.96	17.84	11.68	11.68	
19	Zone 5- 1st Shift	4	3	2	43	2	36,684.90	19.90	20.50	25.00	9.73	
20	Zone 4- 2nd/3rd Shifts	6	6	3	3	35	56,110.80	17.82	21.39	22.19	22.19	
21	Waste Management-FS	3	3	2	0	10	33,425.10	17.38	25.81	16.96	13.17	
22	Zone 3- 1st Shift	5	3	3	14	5	33,742.50	17.78	29.64	20.29	20.29	
23	Locksmith Shop-FS	1	0	1	0	5	6,354.70	31.47	31.47	0.00	0.00	
Totals		109	117	71	176	867.00	1,889,386.20	7.17	11.91	11.74	7.66	

The information shows how each zone and operating group has rated over the last year. It also

shows Recordable Incident Rates and Lost Work Day Case Incident Rates for the last two years.

Two Zone 4 Employees Retire

Bill Connors, a mechanic in zone 4, retired on September 27th. He worked at the University of Minnesota as a mechanic for a total of 31 years. Bill began his career with the University, left to pursue other opportunities, and then returned to work for the U again on November 1st, 1978. On Friday, September 27th, Zone 4 bid a fond farewell to Bill with a large celebration. Many were in attendance to commemorate Bill's last day with FM, including his wife, Jo. Bill occasionally comes back to visit his



friends here in FM and tells us that he is really enjoying retirement.

Leo Caroon, another zone 4 employee, also retired on September 27th. Leo worked for the University of Minnesota for 33 years as a boiler mechanic. A large celebration was planned for October 25th and Leo, his wife, daughter, son-in-law, and grandchildren came back to say farewell.

FM salutes these two employees' for all their years of dedication, service and hard work. You both will be greatly missed!



Zone 2 Carpenters are recognized by CSOM

On November 1st, Carlson School of Management Associate Dean John Anderson recognized West Bank Zone 2 carpenters Julie Bowers and Mark Schuster for the high level of service they provided to the school. Associate Dean Anderson went on to praise them for their attention to detail and their ability to follow up on several long-standing projects. He also presented Julie and Mark with CSOM sweatshirts to thank them

for all of their hard work. Also present at the event were Zone Manager Bill O'Neill, Interim Shift Supervisor Curt Stone, and the carpenters Supervisor John Stoffel. As a thank you to the Dean, Zone 2 presented him with a sweatshirt from FM.

PICTURED (LEFT TO RIGHT): JULIE BOWERS, JOHN ANDERSON, BILL O'NEILL, MARK SCHUSTER, JOHN STOFFEL, AND CURT STONE



Zone 3 recognized by the College of Pharmacy

The College of Pharmacy held an appreciation event for all who were involved with several remodeling projects that have been completed in the last couple years. Special thanks were given to Zone 3 personnel for the fantastic service provided throughout all of these projects. The event was held at the Radisson Humphrey Ballroom and included lunch and a short presentation, which included several pictures showing all of the remodeled spaces.



NOVEMBER CUSTODIAL TRAINING GRADUATES. PICTURED (LEFT TO RIGHT) FRONT ROW: GEITU OSMAN, AREFAIN BERHE, BARRY OLSON
 BACK ROW: SAMUEL MEHGISTU, JALALE NEMARA, BEN ASCHENBRENNER, KADRA HASSAN, RENDENTA OKELENG, RONZELL JONES, JOSH SHEEHAN

FM Artist's Work on Display

Dian Wall-Wagner of Zone 5 was commissioned by the Bell Museum to paint a watercolor for their Teacher Resource Center. The painting is a watercolor depicting children dancing with Cranes. The work was installed April 2001 in the 3rd floor hallway of the Bell Museum of Natural History. Dian is a first shift Building and Grounds worker in Zone 5. She has worked for Facilities Management since 1978, when she began working for us as a student. In 1986, she started working full-time with FM. Dian is a valued employee at the Bell Museum with great comments on her work as a Custodian.

In addition to being a stellar custodian, Dian is also an artist with a B.F.A. in Art and Art Education. She enjoys teaching community education art

courses in her spare time. Dian and her husband also do caricatures of people for various functions such as company parties, fairs and also individuals. Dian's work is currently exhibited in the Espresso Royale coffee shop on Washington Avenue in Stadium Village.



Our Beautiful U

In an effort to keep up the appearances of our Beautiful U, Facilities Management is in the process of identifying and cleaning up graffiti on campus. The Landcare department and Maintenance are ready to get to work on the clean up but could use some help identifying all the areas on campus that need to be cleaned up!

We are asking everyone to be our eyes and to report any graffiti. This includes sidewalk chalk, paint, signs located where it seems they shouldn't be, etc. If the area is even questionable, we would appreciate a call.

Please contact Jon Farrell in Landcare at x5-7361 to report any sort of graffiti. You may also e-mail information to Jenn Rowe at rowej@facm.umn.edu.

Thanks for your help with this!

2002 Construction Standards Online

The 2002 Standards and Procedures for Construction are complete and available on-line for your review and reference. The standards can be accessed at www.facm.umn.edu/cons. The construction standards are updated on a bi-annual basis. For your convenience and reference, we have provided the 2000 edition, as well as the 2002 edition on the Web site.

Thanks to all who participated in the editing and updating process for this edition. If you have questions or comments, please contact Adam Haecker at 6-8019 or via email at haeckera@facm.umn.edu.



ON TUESDAY, NOVEMBER 19 AND WEDNESDAY, NOVEMBER 20, THE UNIVERSITY'S INDOOR AIR QUALITY PROJECT ALONG WITH THE DEPARTMENT OF ENVIRONMENTAL HEALTH AND SAFETY, THE UNIVERSITY OF MINNESOTA EXTENSION SERVICE, THE COLLEGE OF HUMAN ECOLOGY AND THE COLLEGE OF NATURAL RESOURCES SPONSORED A COURSE ON MOLD REMEDIATION AND ABATEMENT.

JOHN SUNDSMO AND MARK RAMSEY FROM ASBESTOS AND ABATEMENT ALONG WITH KAREN COLLINS AND RON MAPSTON FROM ZONE 3, MIKE BURMBAUGH OF ZONE 4, GREG WILLIAMS, DAVE CROSS AND DANA STAEHNKE FROM ZONE 5 AND GREG BERGER OF ZONE 6 ATTENDED THE TWO DAY CONFERENCE THAT ADDRESSED ISSUES PERTAINING TO MOLD INCLUDING: THE HEALTH EFFECTS OF MOLD BASED ON CURRENT SCIENCE; A SUMMARY OF WHY MOLD GROWS, WHERE IT GROWS AND HOW TO IDENTIFY IT; APPLYING MOLD PROBLEM SOLVING TOOLS AND INVESTIGATIVE AND ANALYTICAL PROCEDURES; MOLD REMEDIATION CASE STUDIES AND STRATEGIES; AND AN EVALUATION OF MOLDS PRESENCE IN NEW AND RECONSTRUCTED BUILDINGS.

THE COURSE WAS FACILITATED BY NEIL CARLSON OF DEHS AND BILL ANGELL OF THE UNIVERSITY OF MINNESOTA AND TAUGHT BY A LONG LIST OF PROFESSIONALS AND EXPERTS IN THE INDUSTRY OF MOLD REMEDIATION AND ABATEMENT. JOHN SUNDSMO AND MARK RAMSEY DID AN EXCELLENT JOB IN THEIR PRESENTATION OF REMEDIATION TOOLS/STRATEGIES. JOHN AND MARK BROUGHT IN SOME OF THEIR EQUIPMENT/TOOLS USED IN ABATEMENT INCLUDING AN ENCLOSURE MODEL TO DEMONSTRATE NEGATIVE AIR TECHNIQUES.

"U Done Good" Award Recipients

Congratulations to the following individuals who were recognized by fellow FM employees for a job well done!

Jeff Pickering is recognized by Bob Uphus for "a safety score of 100%. It does not get any better then that. We all thank you for the good work."

Michael Seberg is recognized by Steve Makousky for "his outstanding work and effort in getting our Oracle databases moved to the new servers. Great job Michael!"

Jenn Rowe recognizes **Greg Williams** for "sharing story ideas for this month's Pipeline. The stories Greg shared are wonderful examples of the interesting lives FM staffers lead. Thanks Greg!"

Scott Eichstadt is recognized by Steve Spehn for "going above and beyond in the implementation of the Custodial Program Improvement Initiative!"

Marshall Skule recognizes **Betty Bruesewitz** for "her outstanding effort in coordinating the shampooing of the fourth floor of the Donhowe Building. Thanks!"

Everybody Loves Maroon and Gold!

The photography of internationally acclaimed artist Jim Brandenburg graces this year's Even Mother Nature Loves Maroon and Gold poster, now available free of charge in 3 Morrill Hall. Published by University Relations, the poster features a whitetail fawn bathed in early morning light near Brandenburg's family home in southwestern Minnesota.

A University of Minnesota alumnus, Brandenburg donated

the photo to the University for our annual Even Mother Nature Loves Maroon and Gold poster campaign. This year's poster was mailed to teachers and schools throughout the Twin Cities metropolitan area, Minnesota Extension Service county offices, and distributed free of charge at events on and off campus.

Posters can be picked up or ordered from University Relations. Note cards are also available for the cost of printing

and make wonderful thank you cards to employees, prospective students, alumni, donors, guests, prospective faculty, and others.

Note card and envelope sets are \$60 for 250, \$6 for 25, and \$3 for 12. To order posters and note cards for your department, fax the attached form to Kim Hoffmann in University Relations at 612-624-6369. Posters and note cards may be picked up or sent via campus mail.

THANKS A MILLION!!! COMMUNITY FUND DRIVE A SUCCESS

The University of Minnesota Community Fund Drive has exceeded its goal of \$1 million with \$1,144,672 pledged. The number of dollars raised is up 42 percent from last year and overall participation is up 67 percent from last year, with 5,297 staff members participating.

At a wrap-up celebration last week at Ridder Arena, Community Fund Drive Chair Margaret Carlson and Honorary Chair and University of Minnesota President Robert Bruininks presented a large check for \$1,144,672 to a representative of one of the seven charitable funds that will receive the money.

Facilities Management received special recognition also as one of the top five units who improved most in participation from last year. FM was sent 1230 pledge forms and 273 were returned, which was a participation rate of 22.20%. Last year our participation rate was 4%, which means our rate increased by 18.01% this year.

Many prizes were given out throughout the course of this fund drive and several FM staffers were winners. Virginia DeRosier in the Real Estate Office won a one-year membership to the University's Recreational Sports Center, Richard Johnson from Energy

Management was awarded a one-hour massage from Boynton Health Services, and Zone 3 Carpenter Deron Simonson won an Old Dutch Foods Party Pack. FM also had a few Grand Prize winners. Gary Summerville from University Services was the lucky winner of a IMAC Computer, Jennifer Berg, a CSR in Zone 3, was awarded a joint life membership to the U of M Alumni Association, and Alston Dutchin, a mechanic in Zone 6, won two tickets to the U Spring 2003 "Great Conversations Series". Congratulations to all those who won prizes and many thanks to all of you who donated to this year's Community Fund.

Sanford Hall Dining Room Open

The new addition to the Sanford Hall Dining Room is complete and open to the public. This new addition improves the south facade as viewed from campus and the river. The orientation of the addition takes advantage of views of the campus, the river, and downtown. Reconfigured short and long-term parking has minimized the loss of stalls.

Architecturally, the addition is contemporary in nature, referencing elements of both Sanford Hall and Wilkins Hall. There is an updated lobby, convenience store, cyber-café, and fresh-food dining concepts.

Students, staff, faculty, and visitors are all welcome to dine at this facility. Dining hours are from 7-9am for breakfast, 11am-1:30pm for lunch, and 4:30-7pm for dinner, and all meals are \$7.00.



Snow Emergencies made easy in Minneapolis - Avoid a tag and tow!

If you have experienced a winter at the U, you know that sometimes when it snows, cars get ticketed and towed. Long, frustrating lines at the impound lot, huge towing fees, parking tickets...Who's got the money or the time?

This year, in addition to offering the snow emergency hotline (612-348-SNOW) you can also sign up to get an e-mail at home or work whenever a Snow Emergency is declared in Minneapolis. Visit <http://www.ci.minneapolis.mn.us/snow/esubscribe.asp> to subscribe for e-mail alerts.

Stories from Santa

For the past two years, Facilities Management has collected mittens, hats, and scarves during the holiday season for individuals in need. This year we are doing something a little different. Instead of collecting hats and mittens, we will be collecting childrens books to be given to the People Serving People, one of the largest providers of emergency housing in Minnesota,



People Serving People is dedicated to providing housing and support services in Hennepin County for more than 350 homeless people per night. Approximately 60% of PSP's residents are children, the average age of a child staying with us is 7 years-old. PSP's mission is to provide a safe, sober environment for homeless families.

Please bring your unwrapped newly purchased books to the 3rd floor of the Donhowe Building near room 317/318. Place your book in Santa's sleigh and remove a reindeer from the wall. Take the numbered piece of paper from under the reindeer, write your name and phone number on the back, and drop it into the envelope located on the wall. You will then be entered in a drawing to win a fabulous prize! We will be collecting donations until Thursday, December 19th. Please bring in a new book to help the children who are less fortunate during this holiday season.

PIPELINE STAFF

Sunni Belting, Payroll
Ruthann Manlet, Zone 4
Kelly Hoefflin, Energy Systems
Rick Friebe, OBSU
Tim Brott, Zone 4
Aaron Strozinsky, Communications
Jenn Rowe, Communications

We are still looking for people to join our staff. If you are interested please contact Jenn Rowe at 5-3466.

Giving the heads up!



A PROUD MECHANIC DISPLAYS HIS RECENT PROMOTION ON HIS HEAD.

Mailbag

TO: David Cross, Zone 5
FROM: Judy Peterson, Coordinator of Instructional Services, Dept. of Psychology

Dear Mr. Cross,

Last summer we had a large project to replace our very old graduate student desks with new ones. This was a big production, as we had to coordinate the removal of the old desks, the cleaning of the floors while the rooms were empty, and then the delivery of the new desks. We scheduled these things back to back so that the graduate students' office life would be disrupted as little as possible. Everything went quite well, all things considered.

I was especially impressed by the performance of Norbert Kowalczyk and John Harvat. Their work was very helpful on this project. Though given a very small window of time to accomplish the task, they were able to have the floors cleaned and ready to go for the arrival of the new furniture. This task had to be completed overnight since the old furniture was removed one day and the new furniture arrived the next! It made such a big difference - to install the new furniture on bright and shining floors! The efforts of these two greatly enhanced the environment for our graduate students and made my job in coordinating the project much easier.

