MONITORING
THE
FIELD

MTF

August
1990
Volume 34
Number 8

Satellites Launch New Opportunities

If you've kept an eye on the SSD horizon over the past few years, you've probably noticed the launching of a multitude of satellites—satellite branch offices, that is.

To grow, some branches have found that they need to extend their reach, either geographically or in terms of their customer base. Satellite offices—mini-branches that report to a metro branch and rely on it for support services—often fill the bill. They bring the branch closer to the customer, reduce response time, and hold down operating costs.

A few large branches have had satellites orbiting the main branch for some time. But during the last few years, the number has grown to 47, with more on the way.

In the first nine months of fiscal 1990, the satellites booked $30 million in business, according to SSD Controller Rich Kolaczewski. "Most of this was new business," says Rich. "Although we probably would have gotten some of it without the satellites."

The location, staffing, and focus of the satellite offices vary from branch to branch, reflecting the local market. Some are sales offices. These are usually situated to save salespeople from having to commute long distances between customers and the branch. For example, much of the Chicago branch's business comes from downtown, but the office is located in suburban Arlington. So salespeople with a lot of downtown customers have an office there, while business execution continues in Arlington.

Continued on page 2...

...continued from front page.

▼ ***To date, 47 satellites have landed in North America, to position us for growth. In the Northeast Region:*** *Worcester, MA; Springfield, MA; and Bridgewater, NJ.* ***Mid-Atlantic Region:*** *Mount Holly, NJ; Wilmington, DE; Charlottsville, VA; Hagerstown, MD; Salisbury, MD; and Reading, PA.* ***Southwest Region:*** *West Palm Beach, FL and Clearwater, FL.* ***Midwest Region:*** *St. Cloud, MN; St. Paul, MN; Rochester, MN; Eau Claire, WI; Sioux City, IA; Moline, IL; Naperville, IL; Arlington Heights, IL; Wauconda, IL; Sangamon, IL; and Chicago Loop.* ***Southwest Region:*** *El Paso, TX; Waco, TX; Beaumont, TX; Springfield, MO; and Columbia, MO.* ***Central Region:*** *Ann Arbor, MI; Kalamazoo, MI; Evansville, IN; and Lexington, KY.* ***Pacific Coast Region:*** *Sacramento, CA; Ventura, CA; Riverside, CA; Sunnyvale, CA; Pleasanton, CA; and Las Vegas, NV;* ***Canada:*** *Oshawa, Ontario; Sudbury, Ontario; Windsor, Ontario; Kingston, Ontario; Mississauga, Ontario; St. Jerome, Quebec; Granby, Quebec; St. John's, Newfoundland; Victoria, British Columbia; and Saskatoon, Saskatchewan.*

Chicagoland is also home to another type of satellite. An office in Wauconda, a town in the northern suburbs, is positioned to grow as that area grows. Many of our new satellites reflect this strategy. These offices usually start up in growing areas where we have no presence. Business is usually smaller scale, and clients are mechanical contractors.

Some offices target new markets in an existing location. The satellite in Cleveland is located downtown right along with the main branch, but pursues smaller jobs than those traditionally sought there.

Then there's the full-service satellite. It provides a complete range of products, systems, and services to a particular group of customers where the branch has identified growth opportunities. The Las Vegas office is a full-service satellite of the Los Angeles branch.

The satellites that have been launched in growth areas are showing particularly good success. But it hasn't come easily. Often, these sites start with one employee in a market that's unfamiliar with Johnson Controls. These pioneers can be as lonely as Maytag repairmen. To reverse this situation they have to pound the pavement, find the players, and convince them to let us show JCI's stuff.

In one day satellite employees may have to be salespeople, estimators, and project engineers, and then empty their wastebaskets before closing up shop. The payback is the satisfaction of being directly responsible for the success of the venture.

St. Paul Satellite Branch Manager Charlie Erickson describes his first seven months in his new position: "A lot of mechanical contractors felt neglected by the major control companies; they thought we weren't interested in smaller projects. So the first thing we did was just get our name out there by bidding on every job we could. We spent the first four months finding out that we were high price and getting kicked in the teeth in the process. Now that we've gotten started, we're taking a few contractors that we've had favorable dealings with and building relationships with those people."

Steve Sobczak was a project manager in the Milwaukee branch before he started the Wauconda satellite. "I handled many large projects in Milwaukee. In a large project, you end up being like an annex branch, so I had experience in the execution end," says Steve. "I was interested in learning sales and was looking for more opportunities. In a satellite you're involved in the full spectrum of branch operation—sales, engineering, and execution. This is a good training ground to advance to metro branch management."

Steve suffered some culture shock, going from Milwaukee, where "Johnson is part of the lingo," to Wauconda, where "we were the 'Other Guys.'" Says Steve, "We had to prove ourselves, but once people saw what we could do, everything started going great guns. A satellite is a different form of doing business than a metro branch, but I think they're the wave of the future and a good opportunity for people to advance."

Ray Carlson left the comfort of an established branch managership and cold weather of Fargo, North Dakota, to set up an office in Clearwater, Florida, as a satellite to the Tampa branch. He was surprised by the differences between a full-size office and going solo. "I could have a staff meeting in the morning as I was shaving," he jokes. "Not being able to rely on anyone for consultation is somewhat disarming, and you have to do a lot of things you had other people doing for you before." Fortunately business is good and Ray has since added a project engineer and mechanic to his staff.

To capitalize on the potential of satellite offices, more are in the offing. The goal for fiscal year '91 is one new satellite per region, for a total of eight new offices. So keep your eyes on the horizon. ■

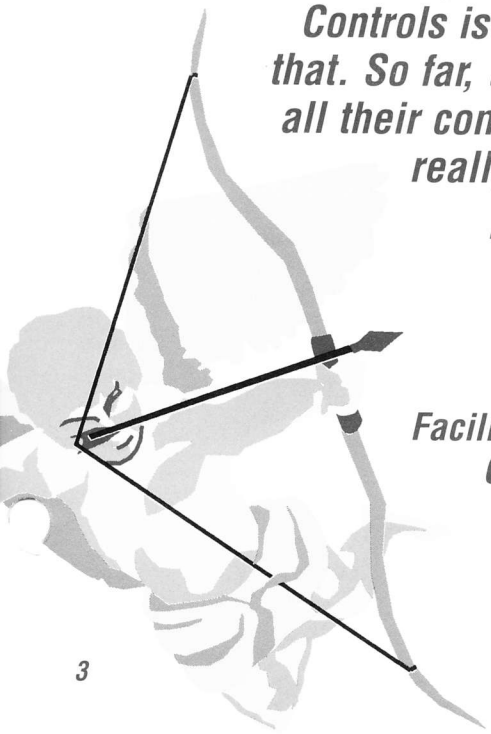
Honeymoon's Over For Honeywell,

JCI Establishes Meaningful Relationship

▲ *L.A. Branch Manager George Harry approves of the JCI-Ventura County relationship. Sa employees giving 100 percent plus for the customer. No one person could've achieved Pictured from left to right are some Ventura County devotees: Ventura Project Team Ap Branch Manager Ed Stevens, L.A. Energy Services Sales Engineer Bob Tisdale, Ventura Representative Dan Krietz. Not pictured: L.A. Preventative Maintenance Inspector Kevi Stickell, and L.A. Building Services Operations Supervisor Jim Leitner.*

"In any relationship, you go through a 'honeymoon period,' when everyone's on their best behavior. The real test is living up to that first impression. Johnson Controls is prepared to do that. So far, they've fulfilled all their commitments, and really have become part of our own organization."

—Arnold Robles
Deputy Director,
Facilities and Grounds
County of Ventura



Has facility management ever seemed romantic to you? Before you say no, consider this: an instant attraction to Honeywell (no-cost energy-use analysis) gives way to the promise of a steady, strong, and lasting relationship with Johnson Controls (an up front investment, but with guaranteed return). *Ah, romance!*

Honeywell got Ventura County's energy services business first. But in the end, it turned into a $4.7 million installation and service contract for JCI's L.A. branch, resulted in a Ventura satellite office, and fostered a relationship with a future.

L.A.'s Energy Services Sales Engineer Bob Tisdale explains: "When the county put out their request for qualifications, Honeywell offered to provide an evaluation of their facilities at no charge, while JCI put a $195 thousand value on it. While the county accepted Honeywell's offer, as time passed they couldn't reach an agreement on system maintenance. I think the county realized that JCI's potential payback goes beyond the dollar investment."

The county turned over the contract to JCI for automatic temperature controls, combined with an energy management system, in five county office buildings. In addition, JCI will

unty relationship. Says George, "Our success is a direct result of n could've achieved such good results—this has been a real team effort." ura Project Team Application Engineer David Ascencio, Ventura Satellite Bob Tisdale, Ventura Project Engineer Mary Uttal, and Ventura System nance Inspector Kevin Hampton, Ventura Refrigeration Pipefitter Marty tner.

service and maintain the system over a ten-year term.

What turned the county's head? We offered what it takes to keep any relationship alive: something in common, responsiveness, trust, and sensitivity.

Something in Common

Says Bob, "The county had terrible air conditioning problems in one of their buildings. Their goal was to pay for retrofits with their savings from energy conservation efforts in other facilities. That goal became JCI's goal." JCI performed an $800 thousand air conditioning and lighting retrofit on the building, and then started installation work at the remaining facilities. Ventura County's Deputy Director of Facilities and Grounds Arnold Robles says they're happy with the results. "JCI has helped us meet our needs by modernizing our equipment without out-of-pocket costs. We think it's an excellent example for any federal, municipal, or state government to address energy control needs by teaming up with the private sector to bring us the latest technology, equipment, and skills."

Responsiveness

Ed Stevens is satellite branch manager in Ventura—the offspring of the new relationship—and acts as project manager for the county's energy services project. Says Ed, "The L.A. branch was planning to open a satellite office in Ventura sometime in the next two years, to better serve customers in northern L.A. County. But responsiveness was essential to Ventura County. They wanted a two-hour response time written in the contract, and an agreement that a local office would open. We moved the opening date of the satellite forward so we could meet that expectation."

Trust

This is a biggy. But in facility management it isn't always as obvious as other needs. Arnold explains that when JCI came on board, one of his concerns was the perception of the county's own maintenance and mechanical engineering staff. "When we announced that Johnson would be servicing and maintaining our facility management system, there was concern among our employees that some of their responsibilities were being taken over. Resolving the situation took some extra work on JCI's part. Johnson employees opened a dialogue with our employees, and set up bi-weekly meetings to outline the types of work they would and would not be handling. More importantly, Johnson and our employees began to know one another. Johnson established a great deal of credibility, and the image that they were going to step on somebody else's toes began to vanish." The bi-weekly meetings will continue throughout the duration of installation, and then once a month for service.

Sensitivity

Another subtle need is an understanding that actions affect others. Retrofit and installation work needed to be done in five office buildings to fulfill the county's environmental and energy control needs. But throughout all this activity, it was necessary that business as usual continue for the county's 3000 employees. "Some work had to take place during business hours. Many employees needed to be temporarily moved from their regular work areas, or have people working around them," says Arnold. "Johnson Controls was sensitive to the potential problems. They did whatever they could to avoid disruption. And whenever it couldn't be avoided, they took the time to keep the employees informed. They were very patient and thorough in communicating with our employees. As a result, the employees have been much more cooperative. They understand the reasons behind all the activity, and know that it's in their best interest."

It's because of this extra care and devotion, says Arnold, that things have "gotten serious" between Ventura County and JCI. "Johnson Controls has become an extension of our operation to the extent that they're sitting in with our administration on design concepts for air conditioning in other facilities," he says. "We're adding another 360 thousand square feet to our facilities, and want Johnson included. We look to this relationship to be long term. It's going to last." ■

Miscellaneous...

Johnson Controls exhibited at the National Technical Association Job Opportunity Fair in Columbus, Ohio July 27 - 28 to enhance minority recruitment efforts. NTA is a nationwide organization for minority students and professionals in technical fields. JCI human resources representatives and Columbus Sales Engineer Dan Wong were on hand to discuss career opportunities with attendees. More than 500 people from across the country attended the fair.

More than 150 visitors from Japan have been through the Customer Briefing Center during the last three months, to look at our Personal Environments technology. The visitors included architects, consulting engineers, developers, and facility managers interested in the relationship between environmental design and productivity.

Another Reminder...

Right now, somebody somewhere is doing something exceptional. Don't wait to recognize it. The Controls Group has reworked its award schedule so you can say "thank you" with a Chairman's Award nomination, without delay. Merit Awards will now be presented to employees each quarter, rather than once a year. **The nomination deadline for the first quarter is September 1.**

Update...

Government Markets Manager Doug Decker testified at a joint Congressional hearing in Washington D.C. July 11 on the state of energy conservation in federal government facilities. Doug told U.S. House committee members that the federal government's wasteful energy use is costing tax payers billions of dollars each year. He also proposed that the government reduce its energy costs by more than one billion dollars each year by using energy management techniques. After the hearing, the chairmen of the two House subcommittees released a letter to President George Bush urging an executive order for federal agencies to improve energy use in their facilities. The joint hearing follows last May's energy conservation forum sponsored by JCI to raise the federal government's awareness of energy conservation issues.

Branch Efforts...

You've got to be crazy not to increase your unscheduled service business. But the Product Management and Marketing group is asking branches to be a little crazy for their fourth quarter "Wacky Wagers" contest. The contest pairs up similar branches and asks them to make bets on who can increase their unscheduled service business the most by the September 30th deadline. The wackier the wager, the better. Here's what some branches have come up with:

Hartford vs. Greensboro

Hartford dared Greensboro to dress up as Unionists and sing three verses of "Yankee Doodle Dandy" on videotape if Hartford exceeds their percentage increase. If Hartford loses, they'll dress up as Johnny Rebs and sing "Dixie" for the camera.

Cleveland vs. Denver

Cleveland Branch Manager David Gill has motivated his operations team to beat Denver by promising to dye his hair Denver Bronco orange and work the stock room for a day. Look out, Denver! Word has it Cleveland has an even wackier wager in store for you.

To pump up the home teams, the Team Power program will quadruple the value of points earned for on-call sales leads through September 30.

Appointments...

Mary Sullivan has been appointed branch manager for the Manchester Branch. Mary has been a sales engineer for JCI since 1985.

Jack Ruley has been appointed branch manager for the Birmingham branch. Jack was previously marketing and sales manager in Greenville.

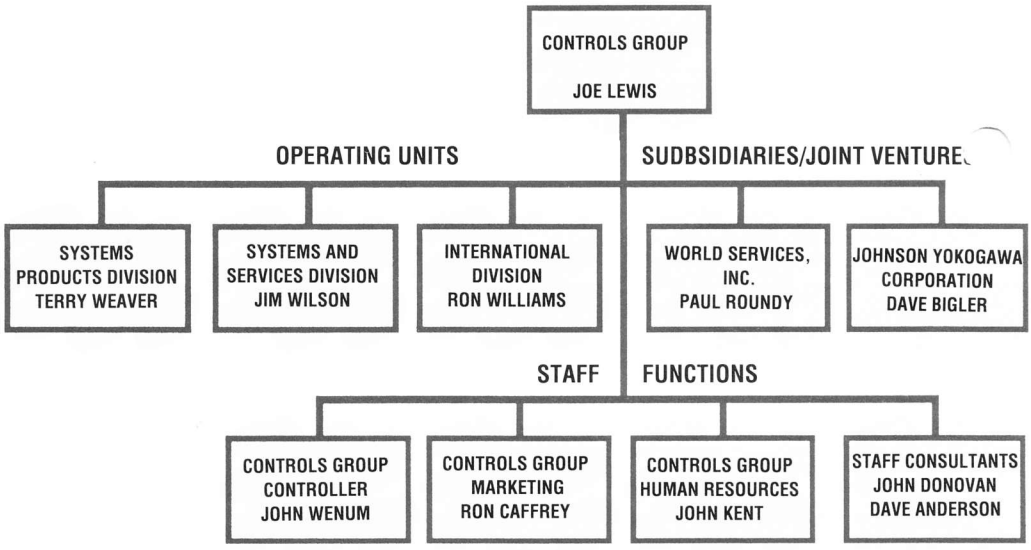
Larry Patrick has joined JCI as marketing and sales manager for the Tulsa branch.

Charles Breed has joined JCI as sales manager for the San Antonio branch.

David Rosen has joined JCI as operations manager for the L.A. branch.

Maria Klein has been appointed regional financial manager for the Pacific Coast Region. Maria was previously SECD's controller.

Controls Group Reorganizes To Better Serve Customers



Controls Group Vice President and General Manager Joe Lewis has announced a Controls Group restructuring to integrate product and systems offerings and streamline service to internal and external customers.

The new Controls Group organization consolidates the Electronic Systems Unit, Electromechanical Systems Unit, and Control Products Division under a single division—**the Systems Products Division** (SPD). SPD is responsible for all product marketing, design, development, and manufacturing in the United States and Canada. It will focus on supplying branch, original equipment manufacturer, and wholesale distribution channels. Terry Weaver, formerly ESU's vice president and general manager, was promoted to head SPD.

In a related move, the **Systems and Services Division**—the former umbrella title for ESU, EMSU, and the Field Operations Unit—will now refer specifically to the North American branch organization. Joe says this is to preserve the recognition value the SSD name has gained in the controls marketplace. SSD will continue to provide installed building control systems and services to commercial customers. Jim Wilson was named SSD vice president and general manager.

The balance of the Controls Group is not affected by the reorganization. Our International division will continue to deliver products, systems, and services to commercial markets outside the U.S. and Canada. Our World Services subsidiary will concentrate on government and commercial facility operations contracts. And our joint venture—the Johnson Yokogawa Corporation—will focus on the industrial market.

Jim Wilson says that branches will benefit from the single responsibility for product delivery resulting from SPD. "It was confusing for us to know which group supplied what parts at what time. With the consolidation under SPD, we now have a single source for everything. We're looking more at a product family now, rather than at separate units. Our customer-vendor relationship is a lot more focused."

Terry Weaver agrees. "Our objective as a division is to bring the full spectrum of JCI products to the branch offices as a family, rather than as a collection of devices," he says. "Likewise, we will be able to do a better job of serving our OEM and wholesale customers with products appropriate to their markets." ■

Notation

MTF wishes to recognize the Chairman's Award nomination of Tulsa Mechanic Larry Morrow, and apoligizes for this accidental omission from our June issue's nomination list.

MTF is published monthly for employees and retirees of the Systems and Services Division. Employees like:

Minneapolis branch employees, for their active support of the United Way. In the last two years, employees have increased their support by 83 percent.

Readers may submit story ideas, news items, and comments to Fran Verito, MTF Publications Editor, P.O. Box 423, 507 East Michigan Street, Milwaukee, WI 53201.

JOHNSON CONTROLS

MTF recognizes Press Pass contributions with this symbol.

August 1990

MTF

Wire Selection is Critical

by John Sant

The central controller, terminal controller, smart terminal interfaces and access modules are the key/major components of an access control system. The selection of wire used to connect these devices is often given only rudimentary consideration. This can prove to be a costly mistake. Improper selection of the interconnect wire will many times necessitate a phone call to the TSG Helpline (1-800-333-2222, Ext. HELP) with a problem such as: "I can't get my cards to read at any of the readers" or "My readers keep reporting ON and OFF line" or "My loop is not communicating to the head-end."

Because our goal is to establish reliable system communications, selection of the proper wire to interconnect devices is just as critical as selection of other major system components. Retrofit applications present a variety of problems and concerns to branch application engineers, and these, in turn, result in a variety of questions for the Technical Support Group (TSG) in Milwaukee. The following are four of the most frequently asked questions.

Question: Can existing cable be used for interconnection between the central controller and the terminal controller or between the terminal controller and the STI?
Answer: The IAC-600 Technical Manual, Installation Instructions for the STI, states that only the specified cables may be used. Equivalent cables which may be substituted for those specified must be approved by TSG.
Question: Can a multiconductor cable be used to the STI and then split for the various STI terminations?
Answer: Yes, provided it meets the criterion that is specified in the IAC-600 Technical Manual, or it is an equivalent that has been approved by TSG. If the existing cable does not meet the specified criterion, then the answer would definitely be NO.
Question: Is conduit required for the STI and access module cables.
Answer: The IAC-600 Technical Manual states that "all low level input cables (system data, reader cables, etc.) must be shielded types and should preferably be run in grounded conduit or be run at least two feet from AC power, fluorescent lights, or other high energy sources."
Question: Can the door strike wiring be run in the same conduit as the trunk wiring?
Answer: According to the installation requirements described in the IAC-600 Technical Manual, data cables may not be in the same conduit as power or door strike cables.

The following reference sources should be used when making your selection:

Intelligent Access Control Sales Resource Manual - FAN 458.3
Intelligent Access Control Ultra Technical Manual - FAN 458.2
Intelligent Access Control IAC-600 Technical Manual - Fan 458.5

The Design Information Section of the IAC-600 Technical Manual (page 27) or the Pre-Installation Guide is the first in a series of tables that will be of great benefit when making wire/cable selections. These tables are **NOT** intended to be the only technical reference necessary to complete an installation. The tables shown in the Pre-Installation Guide are informational only and are not intended to be a substitute for the Interconnect Diagrams included in each JCI Installation Manual. The Installation Manuals will contain point to point wiring instructions. Selection of the proper tool for the wire terminations is described in the IAC-600 Technical Manual in the STI Installation Information Section (page 15).

Call Tracking Works for You

A few months ago branches began calling TSG with similar questions regarding the use of the D600-2 for stand-alone security applications. TSG's Call Tracking system discovered this recurrent question and enabled a quick response! Using the data base generated by Call Tracking, TSG's John Enright issued a White Paper on IAC-600 Security Applications for Metasys to the 16 specific branches who needed further explanation for this application.

There are enough unforeseen problems that arise on either a retrofit or new installation. Don't compound your problems by selecting the wrong interconnect wire/cable. Keep your wiring problems to a minimum by adhering to the wiring specifications listed in your JCI reference manuals, and call the TSG Helpline whenever you're in doubt.

Whatever Happened To...

by Joe Vorce

Over the years we have had many fire and security product suppliers. They come and go as the market changes, but the need to contact them to get replacement parts and information still remains. Here is a list of several suppliers that have been used in the past but are no longer listed in the price books.

Schlage Electronics - Access control products.
5452 Betsy Ross Drive
Santa Clara, CA 95054
Phone: (408) 727-5170
FAX: (408) 727-6707
Customer Service Phone: (408) 727-6521, press 1 at the message and enter extension 3404-3405

Standard Electric Time - Set 7000 fire alarm systems, clock systems. Standard Electric Time is now a part of Faraday, Inc.
805 So. Maumee
Tecumseh, MI 49286
Phone: (517) 423-2111
FAX: (517) 423-2320

Toye Corporation - Access control products.
20916 Itasca St.
Chatsworth, CA 91311
Phone: (818) 882-4000

Pyrotector - Smoke and flame detector products. Pyrotector is out of business. System Sensor Division of BRK Electronics has acquired the smoke detector line and has some inventory for emergency replacement, They can also recommend a replacement from their standard product line. Detector Electronics Corporation has acquired the flame detection

(continued on back)

(continued from previous page)

devices and is currently selling them at about twice the price we paid Pyrotector.

System Sensor Phone: 1-800-737-7672
Detector Electronics Phone: (612) 941-5665

Cerberus Pyrotronics - Fire alarm systems. Pyrotronics officially severed ties with Milwaukee in June. Some branch offices still maintain purchasing agreements. If you need information on Pyrotronics you can call their home office.

Phone: (201) 267-1300
FAX: (201) 397-7008

Yale (Amtron) - ACS-304 card access system. Amtron sold the manufacturing rights to the JCI ACS-304 Access Control System to Yale Technologies several years ago. If you need parts or technical assistance call Yale Tronics. Ask for Turner McCaulley for technical assistance and Jay Woodward for help with parts and equipment. Some readers and other devices can still be ordered through Milwaukee. Check the Combined Standard Equipment Price Book for further information.

Phone: (704) 283-2101

Valve Trade-in Policy
EMSU 89 06

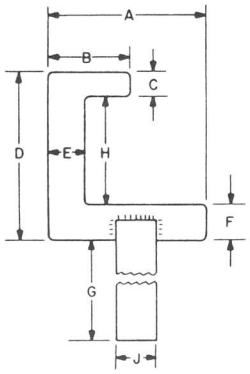
For the branch office to receive the 30% credit on the replaced valve, it is necessary that only the actuator of the old valve be returned to the distribution center. The proper paperwork, as outlined in paragraph 3 of EMSU 89 06, must accompany the actuator. The "actuator" consists of the upper diaphragm case and lower diaphragm case with three set screws.

New Valve Yoke Removal Tools Approved

by Bob Weeks

Changing the packing on iron body valves is not an easy chore. The valve stem must be disconnected from the actuator, and the stem lock nuts removed. Then the packing box nut must be unscrewed from the packing box. And finally, the most difficult step is to remove the actuator. All types of tools have been tried, from long screw drivers to 3' Stilson wrenches to just about anything long enough and strong enough to turn the yoke and allow the actuator to be freed from its position. On many occasions after much effort, these makeshift tools still cannot do the job.

The factory assembly line has fabricated 3 functional tools specifically to aid in the removal of actuators. By "wrapping" the tool around the yoke, the yoke is easily loosened and removed. Shown below are the dimensions for three of these unique tools, sized to fit the 4R, 5R and 6R yokes. You may want to fabricate one or all of these for a test run at your branch. It is suggested that 1/4" sheet steel be used as the material, and the handle be welded on as shown in the figure.



	4R	5R	6R
A	4-1/8"	5-3/4"	6-1/8"
B	1-3/4"	2"	1-7/8"
C	3/4"	3/4"	3/4"
D	4-13/16"	5-7/16"	7"
E	3/4"	1"	1"
F	1-1/4"	1-1/4"	1-1/4"
G	24"	30"	30"
H	2-13/16"	3-7/16"	5"
J	1-1/4"	1-1/4"	1-1/4"

Idea of the Month

Paul Faltermeier, a service mechanic with the Kansas City branch, has been using the "Faltermeier Sleeve" on damaged blower shafts for years. This idea was developed as an alternative to trying to remove 12 foot long, 4 inch diameter shafts on fan blowers in confined equipment rooms. The sleeves are fabricated at a local machine shop with an inside diameter of .001" to .002" larger than the original shaft's outside diameter. The installation process involves the following steps:

- Remove the old bearing from the shaft
- Clean and sand the damaged area smooth enough to allow the sleeve to be slid over the shaft
- Apply Belzonia Liquid Metal to the shaft
- Slide the sleeve over the shaft's damaged area and secure in place with one set screw
- Install oversized pillow block bearings which have been matched to the sleeve's outside diameter

John Blaha from the Kansas City branch reports that the machine work to repair this problem has been found to be far less costly than the removal and replacement of the shaft, and the bearings have not had to be replaced again on any shafts.

In most cases, imbalance or misalignment (horizontal) has caused these bearing failures, and it is strongly recommend that these items be checked after the sleeve installation is complete.

While "sleeving" blower, pump and motor shafts is a widely accepted practice in the industry, Paul and John receive the $50 award this month for sending in this cost saving idea for our branches.

Technical News Page

August 1990 No. 19

Published by the Technical Support Group Milwaukee (M14)

File in your branch Technical Tips

FAN 941

Company Confidential