It started like any normal day.

In Manhattan, Michael Corio was unloading his van one block away from the World Trade Center. He heard a noise but shrugged it off, thinking a movie was being filmed nearby.

In New Jersey, Rich Triolo got a phone call from a co-worker, telling him that a plane had just hit the WTC. His first thought was, “Wow, it’s such a clear day for a plane to fly so low.”

In Washington, D.C., James Carney was on I-66, noticed a plane flying low and radioed another driver, telling him to stay away from the airport since he thought there was some sort of problem with the aircraft.

Once the second plane crashed, Americans knew that this was no accident. While Iron Mountain employees shared the same sense of disbelief and fear that swept the rest of the country, they also knew that they had a job to do.

(continued, p04)
Hello, Eastern Area,

I am excited to share our 3rd edition of The Eastern Voice with all of you. Working on this communication tool for the East has been a huge source of pride for me over the past several months. As we look forward to the next editions, it is imperative that we receive your feedback regarding the paper. I want to ensure that the articles are both educational and interesting for you. If we are missing the mark in any way, we need to hear from you. Please help us make this newspaper your prime source of quality reading in the Eastern Area.

You will notice a vast list of members on our Editorial Board. They are here to help ensure that the paper is exactly what you are looking for as well. We’ve asked your management teams to gather feedback from you during your daily huddles, too, so if there is something you want us to hear be sure you use one of these avenues. We appreciate all feedback regardless of what it is, so please speak up and let us make this publication as much of a source of pride for you as it has been for me.

As always, thanks for reading!

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Have a question, idea, or comment? You can reach us at theeasternvoice@ironmountain.com or toll-free at 888-403-3764

We Goofed

In the previous edition of The Eastern Voice, we made a few goofs. We’d like to apologize for the following:

1. Once again, we apologize for leaving off John Cunniff as a contributing photographer in the 2nd edition. John took the photo of Lisa La Rosa for our Award of Excellence page. Thanks again, John. You are great, and we won’t forget you as a contributor this time...promise!

2. We also forgot to mention Heleen Lipp and Jill Fitzpatrick as part of our Editorial Board.
Thank you to everyone for submitting your photos!

These are our favorite shots!! Our Grand Prize Winner will receive a $50 AMEX Gift Check. Everyone else will also receive a $25 AMEX Gift Check! Congratulations! Take your picture with The Eastern Voice, and you may be featured in our next edition!

Pictures must be 2MB in size or larger; any pictures smaller than 2MB will not be considered due to print restrictions. Any pictures deemed inappropriate in any manner by the Editorial Board will automatically be removed from the competition. All entries must be received no later than October 7th. Send your submissions electronically to theeasternvoice@ironmountain.com

Submit your photos for a chance to win!
First Priority: Safety

For Michael Corio and other drivers in close proximity to NYC, they needed to get far away, pronto. “When I heard it was a terrorist, I ran as far as I could,” remembers Michael. He was in touch with other drivers via cell phone. They all met at 56th Street and 3rd Avenue, got in one truck and drove as close as they could to the Holland Tunnel, “We all hung out there until they opened the tunnel at 7:30 that night.”

Marc Gallagher found out about the attack when one of the couriers called in. “We contacted all NYC couriers and got them all out of the city within a half hour.”

Calls were made to all drivers, and sales and account management team members that were known to be in NYC that day. “Fortunately, all of our team members were accounted for by early the next day,” said Kelly Starr, Customer Service Manager at that time.

While all eyes were on NYC and Washington, D.C., safety was also a priority over 300 miles away at Iron Mountain’s Underground facility in Boyers, PA, who deals with a number of government contracts. As Gary remembered, “Once we knew it was an attack, we evacuated all clients from our facility. There were probably 1,600 clients in the mine that day and 120 employees.”

A Creative Twist on Disaster Recovery

The day after the attacks, drivers returned to NYC to service the customers who remained open for business. It was a startling experience.

“The financial district was restricted like a war zone,” explained Marc. “Drivers had to go through checkpoints, past guards with automatic weapons. It took dedication and pride to sit in those checkpoint lines, not knowing if the terrorists had anything else planned.”

While one eye was kept on television sets in conference rooms, Iron Mountain employees began working on the largest disaster recovery the company — and the entire country, for that matter — had ever experienced.

In this business, security is critical, and authorized user listings are an integral part of maintaining that security. So what happens when the president of a company calls saying that he needs all of his cases that and his entire staff is missing? Iron Mountain’s legal department decided to allow C level individuals representing companies located in the WTC to obtain their materials by showing a business card, even if their name did not appear on the authorized user list.

That was a simple solution. Next came a more complex problem.

Since air traffic was at a standoff for the first 72 hours after the attack, how could Iron Mountain handle calls for media delivery from the New York area to the Sungard Disaster Recovery Center in Wood Dale, Illinois? The answer was the creation of the modern-day Pony Express.

As Rich explained, “To get to Illinois, we had a New Jersey vehicle drive an hour into Pennsylvania, then they transferred to a Pennsylvania vehicle and drove into Ohio. Next the Ohio driver drove into Indiana where the Illinois driver came and grabbed all the media and delivered it to Wood Dale, Illinois. We executed this daily for the first week where it felt routine. Everyone took pride in what we were doing and it showed.”

Creativity became the norm in the first weeks and months following the attacks since the situations were so complicated.

Customer Friendships Cherished

Until the attacks on 9/11, many things in life were taken for granted. Since the couriers and customer service team talked to the same individuals, often daily, it was a constant reminder how fragile life can be when these friendly work relationships suddenly disappeared.

“Once we knew it was an attack, we evacuated all clients from our facility. There were probably 1,600 clients in the mine that day and 120 employees.”

“The customer service team and I spent the following days waiting for our usual contacts to either call in with requests or to receive some word on how they were doing,” explained Kelly. “At the end of it all, many of the contacts that we spoke to daily in the towers were no longer with us.”

The general press reported on many people who should have been in the towers that day but weren’t only because of sheer luck. Barbara Singleton remembers one such individual. “One of our customers from Marsh McLennan stopped for a cup of coffee and a breakfast sandwich. While he was waiting for the light to change, he

Images from top to bottom: The attack on the Pentagon, Washington, D.C. (Photo courtesy of Alex Wong/Getty Images) • World Trade Center rubble with dust circling the air the large structure standing at an angle is all that remained at the time this photo was taken. (Photo courtesy of Chris Hondros/Getty Images) • Memorabilia left behind at the Shanksville, PA crash site. Many of these items remain in a private vault in the Boyers, PA Underground facility. A memorial is being built and items will rotate out of the vault to be viewed at the memorial site upon completion. (Photo courtesy of Jeff Swensen/Getty Images) • An IM Van destroyed on 9/11 in NYC. The customer files inside are clearly burned and destroyed. • An IM Van pulled from the rubble of 9/11 in New York City • September 13th Edition of the New York Post.
Nestled in the midst of NY Metro Territory, there’s a team that supports the specialized customer service needs of a vibrant and demanding clientele throughout the New York, New Jersey, Philadelphia and Albany metropolitan areas.

“The Jersey Hub Customer Service team is preparing to occupy a newly-constructed, modern team workspace within the Jersey City Records Center,” says an excited Jim Czizik, Area Customer Service Manager who was previously the Manager of Account Services for NY Metro. “This is a young Customer Service team that was recruited with the move and consolidation to Jersey City in 2010.”

Jim is complemented by the team’s Customer Services Supervisor, Jill Fitzpatrick, who grew under the tutelage of Kelly Starr. Kelly continues to support the team, the Hub managers and corporate Customer Service, as a contributing partner, from her new role as Project Manager in NY Metro.

The inside story: The Jersey Hub is extraordinary in its adoption and use of TCSAs—a specialized role that partners directly with NY Metro’s Transportation Supervisors in the rescheduling, clarification and monitoring of customer deliveries and orders. “Our TCSAs interact with Transportation Management, Coordinators, Drivers, Account Managers and customers to enhance the services delivered to our customers and to improve the overall customer experience,” explains Jim. “The TCSAs work a flexible schedule to accommodate the needs of our business day.”

saw the first plane hit, and ran,” recalled Barbara. “About two weeks later, he called me, and we both busted out in happy tears. Normally he would have been in the elevator going up to the 91st floor.”

Overwhelming Sense of Pride

Rich summed up the feeling shared by many at Iron Mountain when he said, “It was definitely a sad day in American history, but one we can reflect proudly about how Mountaineers answered the bell that day and performed with pride and precision for our customers.”

In Gary’s opinion, the way IM employees responded didn’t just reflect well on the company, it also had a positive impact on the entire country.

“Consider how far the stock market would have gone down if those companies would not have been back online,” he wondered. “With just one phone call to Iron Mountain, these companies were back a.s.a.p. The survival of your financial institutions says a lot about the state of your country.”

The September 18, 2001 issue of the Wall Street Journal reported that Iron Mountain’s volume was at least six times as great as the previous biggest data disaster, the 1994 earthquake in California. In that article, John F. Kenny, Jr. was quoted saying, “This is the moment of truth for us and why we’re in business.”

Now, as the entire country remembers what happened 10 years ago, Iron Mountain employees are reminded of a time when they pulled together to help their customers and thankfully, not a single employee was lost in the process.

THE MEMORIAL will remember and honor the nearly three thousand people who died in the horrific attacks of February 26, 1993, and September 11, 2001. It will consist of two massive pools set within the footprints of the Twin Towers. The names of the nearly 3,000 individuals who were killed in the September 11 attacks in New York City, Pennsylvania, and at the Pentagon, and the February 1993 World Trade Center bombing will be inscribed around the edges of the pools.
New England has been in the spotlight lately, receiving accolades for their new safety program, “Climb to Safety.” Let’s take a step back in time and see how it all got started.

“Ouch!” In 2009, there were 101 injuries in the New England Territory. Now, it’s a completely different story. Brian McKenna, the Project Leader of a safety team comprised of individuals from different job functions, credits the new safety program with decreasing the number of injuries to just 48 in 2010.

“The first step in any safety program is to create awareness that a problem exists,” says Brian. “We explained the affects those injuries had on employees’ personal lives and also on their fellow employees.”

Next, they rolled out a monthly training program, with every employee, that Corporate Risk Manager, Fred Hughes helped them tailor to meet their needs. One element of this program was monthly newsletters; however, there was much more to this safety program than simply reading a monthly newsletter.

“The newsletters were designed to be interactive and to generate ongoing safety discussions with employees,” said Fred. “It was the bridge to the development of an updated ergonomic, focused safety training program.”

When the monthly newsletters were distributed, Crystal Balboni also included a form pointing out main ideas in the newsletter. This was done to make sure that the most important topics would be clearly understood.

According to Brian, “The focus was decided by looking at the previous year to determine what type of injuries happened in specific months. The training was then created around the best preventable measure for that particular month.”

“We gave guidelines to make sure the topic was discussed continuously throughout the month and not just once and forgotten about,” said Crystal. These key points were reviewed during the daily huddle meetings. Halfway through the month, supervisors were required to complete a form to make sure the topic was discussed with each employee.

The managers and supervisors didn’t just talk the safety talk, they walked the walk – literally. Walking through the facility, they’d observe employees and would start a dialogue on the monthly safety topic. When the supervisors noticed an employee doing a behavior that would enhance safety, they were recognized and given positive feedback. When they saw improper behavior, they would discuss the correct procedure with the employee.

They also started an injury review board, comprised of both exempt and non-exempt employees along with HR. This board met monthly to review any injuries that occurred.

“The review board looked at injuries that still occurred and discussed what measures were needed to prevent future occurrences,” explained Brian. “This sometimes would involve purchasing new or better equipment or simply re-training an employee.”

So far, the results have been tremendous. “New England had a 53 percent reduction in the number of injuries,” said Fred. The results translate into over $1M in Worker’s Compensation reduced expenses for 2010.”

Impressive as the results have been, they obviously have not stopped focusing on safety. In 2011, the next phase of safety was put into place, a rewards program across the NE Territory where the team can put their money where their mouth is. “It evolved first through creating a safety culture and now we can have some real fun with safety in New England,” says Brian.
Follow the Leader

Editor's Note: Follow the Leader is an ongoing series of profiles of individuals who inspire and empower those around them. These profiles are designed to give greater insight into each as a person as well as a professional.

Dale Lawing

Back in 1986, Dale Lawing wasn't exactly sure how he wanted to make a living so he joined a small records management business as a driver. When he told his mom, she clearly wasn't impressed and said, "A business that stores paper? That business will go away in a few years."

"Unfortunately, she passed away in 2004," says Dale, "but we did joke about this frequently over the years, and she admitted that it worked out very well for me."

His first promotion came just a year after he was hired. The promotions continued over the years and today, Dale is Vice President for the Mid South Territory. Having never attended college, he humbly says his ability to work his way up through the industry is simply a result of good timing. Those who work with Dale have another idea.

"Dale has a competitive nature," explains Dave Finley, General Manager of Transportation, "and his competitive streak is passed on to the Mid South Team. I give Dale full credit for bestowing his trust in the team to always strive for the WIN!"

Dale says he never micro-manages his team. This is a management style he learned from Ross Engelman, the person he reported to when he was a Regional Operations Manager at Pierce Leahy.

According to Dale, "Ross instilled confidence in me so I would be the best that I could be, gave me freedom to make mistakes and I then learned from those mistakes. He knew I would never make the same mistake twice."

Just like Ross, Dale builds confidence in his team because he believes "to be consistently successful in any endeavor, you have to have confidence and expect to do well. I think the confidence I have in my team motivates them and, in turn, they motivate me."

"TO BE CONSISTENTLY SUCCESSFUL IN ANY ENDEAVOR, YOU HAVE TO HAVE CONFIDENCE AND EXPECT TO DO WELL"

"My kids and the people on my team can tell if I am disappointed since my face is very expressive," adds Dale.

When people see his disappointment, it motivates them to do better. Darron Lawson remembers a time last year when something wasn’t going as planned.

"Dale and I had a conversation about what needed to be done to correct the problem," says Darron. "He was very calm, but had that disappointed look on his face as we spoke. What makes you work so hard for him is that he is there for you anytime that you need him. He gives you the space to operate your business and even make mistakes, but you know that he will help you at any point and that you can trust him totally. In business today, that seems to be a very rare thing."

During his spare time, Dale enjoys golfing, boating, biking and spending time with his daughters and his wife, LeAnn.

From left to right: Taylor, Dale, wife LeAnn and Raven.
Q: What do you mean by “Building Your Own Career Path”?

A: Too often employees struggle to see the value in proactively planning out their careers. Far too often our personal career planning takes a back seat to other daily events. I recommend that one document their desires with the understanding of a path they want to take and that their family will support. Some may desire to advance through their own individual contributions, others may wish to take on a leadership or management role. To prepare for new opportunities you first must have a sense of oneself...

- **SELF AWARENESS** “What are my strengths, weaknesses, will I relocate for an opportunity” etc.
- **ORGANIZATIONAL AWARENESS** “What is our business, technologies, offerings, our purpose in the community” etc. Finally, you need to be a continuous learner. Pursue formal and informal trainings through networking, reading IM papers such as this one, brochures, websites. Expand your exposure to the industry and take advantage of every opportunity to build your knowledge source, skills, and relationships.

Q: How can Mountaineers take ownership of their careers?

A: I recognized early in my career that companies do not create opportunities, they create change. **CHANGE** It’s up to you to create your own opportunities through yesterday’s efforts that will allow you to take advantage of organizational change. No one cares more about your career than you do! It’s your primary responsibility to manage your career. You need to dedicate yourself to personal growth and learning today if you want to advance.

Q: Can you discuss a little about “Promoting from within”?

A: There is a desire from our Executive Leadership to invest in succession planning; to prepare, mentor and educate our employees to take advantage of future change. Promoting from within builds morale, maintains organizational culture, and shows a commitment from the company to the employees’ personal growth. It also increases our retention of strong talented folks. If talented employees see an internal opportunity path, then they are less likely to look outside for advancement. Hiring from within also increases the organization’s flexibility when it comes to training for replacement.

Q: Can you offer any practical tips that employees can use on a daily basis to enhance their careers?

A: Be POSITIVE, Be PASSIONATE, Be CREATIVE, Be PROACTIVE.

**THOSE WHO MAKE A DIFFERENCE ARE THOSE WHO ADVANCE!**

I’d like to hear from you. Did you find this article valuable? Do you have a question for me? Submit all of your feedback and questions to theeasternvoice@ironmountain.com and I will do my best to respond to you either in person, by email, or in the next edition of The Eastern Voice. Thanks for reading! ▲

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**sPEAK CROSS TRAINING**

Improves Teamwork and Leads to Advancement

What’s it like to walk a mile in another person’s shoes? Cross-training at Iron Mountain lets you find out!

This spring, the New England Territory ran a pilot cross-training program with seven non-exempt volunteers from different areas of the business.
As Nick Salimbene, Director, Business Development, explains, “A PUMV, or “Pick Up and MoVe” is when we purchase business assets—customers and contracts only—and nothing else (no buildings, no vehicles and no employees).” So, like a group of dancers running from one side of a stage to the other, customers, contracts, and their inventory move from the acquisition target to Iron Mountain.

AN INSIDE JOB

“In 2011 we’ve been focused on building relationships with local competitors so that if they ever decide to exit the industry, they think of Iron Mountain and we leverage the existing relationship to win the deal,” divulges Nick. “We’ve already begun to build relationships with over 100 competitive businesses in the Eastern area. PUMVs provide us with a built-in base of ‘new’ customers to up-sell additional products and services.”

PUMVs are a feature show. As Nick points out, “The PUMV business plan — designed and executed in the Eastern Area — will be used as a model for all of NAO in the future.” Obviously a big ticket item, the Eastern area budget for PUMVs in the first half of 2011 was close to $3 million dollars with the entire production growing over $10 million dollars.

DOIN’ THE PUMV DANCE

This year, Ray Aschenbach, and the leadership team, designated that PUMVs in the East would be incorporated into Business Development and be a component of Project: GRAPE, or Growth Retention Accountability Price Execution and Empowerment. This quickly moved PUMVs into a strategic position within the Area initiatives for 2011, putting a focus on them starting in Q1.

Keeping up the energetic performance will take focus. “PUMVs are a key component of the corporate strategy for Iron Mountain,” Nick explains. “To continue the success, we need to sustain our leadership position, invest in growth: sales, marketing, acquisitions (PUMVs), bring more solutions to market, and manage costs carefully.”

A STANDING OVATION

Among others, a PUMV deal was recently closed with Empire Storage in Big Flats, NY. George Roebelen, Vice President, Connecticut & Western New York, played the role of “choreographer,” along with the business development team, in Boston. All the customers’ inventory “danced across the stage” into the Rochester facility under the supervision of GM Dan Drew. Bravo! ▲

“The employees got to see what happens outside of their piece in the workflow,” explains Lisa La Rosa, General Manager. “A Record Center employee sees what happens once a box is handed off to the driver and the challenges a driver faces trying to make deliveries.”

Getting a sense of the larger picture can improve teamwork. As Lisa states, “It’s easy to criticize other departments if you don’t understand the challenges they face.”

“I tell my employees to think of themselves as a brand and to use the opportunity of cross-training as a way to market their brand,” says Steve Garcia, Operations Supervisor, Burlington, MA.

Matt Cronin, Operations Manager, NY Metro, had a similar experience. In Moonachie Data Protection, the Transportation and Operations Coordinators — who usually work independently of each other — spent an entire week learning the others’ day-to-day roles and system designations.

“We all need to realize that we are connected gears in the service engine,” says Matt. “Having the institutional knowledge of our peers’ responsibilities makes sure that it is all tied together.”

Cross-training can also expand an employee’s advancement opportunities. In an effort to cross-train the routing team, Andrew Svochak, Transportation Manager, Jersey City, asked Randall Thomas, a Courier Assistant, if he would like to learn some additional job responsibilities.

“He jumped at the chance,” says Andrew. “We put Randall on a development plan and increased his roles and responsibilities. We empowered him and allowed him to develop in the area of routing. This helped open the door for Randall when a routing position opened up in NY Metro.”

Andrew believes an employee’s attitude is also important.

“If you want to advance, you should ask questions and position yourself to help whenever possible,” advises Andrew. “You should look to give that extra discretionary effort when called upon.” ▲
Here in the East we take action to help out our employees, our customers and Mother Nature! Check out some of our Green Initiatives and how we are positively impacting our environment!

**Watts On Update:**

The Watts On program is taking massive steps to reduce the consumption of kilowatt hours (KWh) and therefore utility costs in the East where we spend $12.5 million per year for electricity! So how is the Eastern Area performing with this NAO initiative? After 5 months of data, the Eastern Area electrical cost is 3.7% below the same period in 2010. That is the best performance in all NAO Areas! **Capital** reduced KWh consumption by a whopping 12.2% and costs by 9.4%. **Mid-South** reduced KWh consumption by 7.0% and costs by 4.4%. **New York Metro** reduced costs by 6.2%, and **New England** reduced costs by 4.1%. Great work!!!

**Rosendale Goes Green:**

One of the most ambitious endeavors in “going green” would obviously be to build a “Green Facility.” John Bilotti, Real Estate Project Manager, is proud to say that, “The offsite Data Protection facility, in Rosendale, NY, completed construction back in 2006,” and is a shining example of a Green Facility.

The heating and cooling for the facility is geothermal. “Water is recycled through the sealed system, the fuel supply is generated naturally from the earth, and there is no release of carbon into the atmosphere from exhaust,” explains John.

**Fleet Goes Green:**

Steve LaPorte, Director, Business Operations — Transportation, was quick to convey all sorts of information about how making changes to Iron Mountain’s fleet of over 1,300 heavy-duty trucks can deliver some weighty environmental differences.

“We dropped the height of the box trucks by nine inches, which resulted in less drag and reduced weight, making them more fuel efficient.” Steve explained that IM also got new chassis three years ago and one chassis — called the Hino Chassis — was named “Best In Class” for fuel economy.

Steve points out that, “Downsizing the size of vans added ½ mpg and we didn’t need the trucks to be larger anyway.” Needs changed and Steve was quick to utilize the changes to our advantage. He has plans to roll out the updates across the entire fleet. “We aren’t hauling as much on vans, so they can be shorter in length and carry less weight,” says Steve. “The re-sized vans will be mixed into the current fleet and, over a five-year time frame, they will all be replaced.”

Jersey City bales and recycles the black pallet wrap that comes into the plant from destructions, earning Iron Mountain a few bucks!
Free Shred Days go a long way in reaching out to the community and giving IM additional exposure to the surrounding businesses. George Roebelein, Vice President of CT & WNY, recently orchestrated such a Shred Day with customer American Eagle Federal Credit Union.

Turning Green Problems into Green Profit$: Further south, in Jersey City, the black plastic wrap that covers pallets arriving at Iron Mountain was becoming troublesome, but Rich Triolo used ingenuity to turn a problem into a profit.

“In November of 2007, we refurbished a used baler. We had a need, due to an increasing quantity and subsequent increased disposal cost, for waste removal of black stretch wrap, which is also called LDPE or Low Density Polyethylene, a thermoplastic made from petroleum,” says Rich. Iron Mountain started using the refurbished baler in January of 2008. “What’s really wonderful is that after we send the bales of wrap out for recycling – in 1,000-pound bales – we receive a payment from our recycler!” exclaims Rich, who obviously has his cost saving initiatives all wrapped up!

Rich isn’t alone in finding ways to turn a problem into a profit. Lots of folks are making an effort. “Anthony Cusumano and Art Poublon worked on a recycled cardboard initiative between Burlington and Northborough,” explains John Dussault, Project Manager, NE. Basically we were paying a dumpster vendor a monthly fee and a removal fee when we filled up a dumpster of cardboard. Those fees have been completely removed by placing the cardboard on an already existing shuttle to Northborough and consolidating the material at the one location. Anthony also worked on a similar project in Maine where we have stopped putting cardboard on an already existing shuttle to Northborough and consolidating the material at the one location. Anthony Cusumano and Art Poublon worked on an idea to recycle old racking instead of paying to have it disposed of by a waste management vendor.

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John also says that “Ryan Spinello came up with an idea to recycle old racking instead of paying to have it disposed of by a waste management vendor. We ended up filling eight 30-yard dumpsters with metal, and we also used our box truck to drop off another two truckloads over a two-month period.”

As opposed to paying almost $4,000 for disposal of the recycled metal, Iron Mountain was paid over $7,000 for the material instead!

Going Green is a win for both Mother Nature and Iron Mountain. If you have ideas that can help Iron Mountain travel further down its green path, we want to hear from you! Send your ideas to theeasternvoice@ironmountain.com and thanks for THINKING GREEN!
OEP (Operational Excellence Program) and OEGB (Operational Excellence Governing Board), have taken IM by storm! We thought it might be helpful to clarify a bit what this Operational Excellence craze is really all about, why it’s so important to you, and how it is helping Iron Mountain become more optimized!

The Operational Excellence Program can be thought of as a “change engine” explains Jack Bunyan, SVP Operations Support. It is like a train chugging along creating change and optimizing our performance to better serve our customers. Our customers can consequently feel proud to work with Iron Mountain because we are continuously looking for ways to improve their transactional experience.

Performance Metrics: You have all seen these components Service, Quality and Performance. Jack says, “The key areas of focus for IM are always a forced balance (of the three).” Dave Fusina, Eastern Area MSOS says “The importance of OEP has become ingrained in the field as the method to which performance is measured. It is something everyone is thinking about. Field personnel understand that everything they do has an impact to their Operational Excellence Score. If they forget to take a ladder when retrieving a box, their production score will suffer. If they don’t put that ladder back in the right place, it takes a fellow Mountaineer longer to complete the next task and if they mislabel a box, the repercussions compound.” When asked about why the scores should be such a high priority to the employees Dave says that “OEP scores from each market are compared to all other markets in North American Operations and scores have a direct impact on everyone’s Incentive Compensation.” So how can you have an impact on your own Incentive Compensation? Dave recommends that all employees, “Follow workflow, pay attention to details, understand the metrics – and what drives them – and understand how your actions impact them.”

OEGB: The Operational Excellence Program receives guidance from a small group of Executives closely tied to the business...the Operational Excellence Governing Board. Did you know that our SVP, Ray Aschenbach, is an active OEGB member? He says, “The OEGB was established in 2007 to provide internal “self governance” over our target setting and operational performance reviews.” Ray’s perspective is simple, “Providing a consistent measurement and evaluation process, across all of our job families, is in the best interest of all stakeholders and provides clarity of expectations throughout our employee population.” The question of improvement is inevitable. For Ray, it’s all about, “improvement in operating performance, improvement in customer experience, improvement in our employee experience, along with wise and unbiased investment of resources.”

The OEGB does a great job of updating the metrics and targets quarterly, to achieve the desired results of the company,” Dave ensures. “For example, we wanted all of the markets to follow recycle workflow, so, we tied Quality points to this metric. All markets now use this recycle workflow.” And those moving parts of OEP will continue to move... requiring both the OEGB and a culture of Continuous Improvement across the organization. “Once targets are achieved, the OEGB might set sights higher for the next quarter.” Dave concludes, “Some may find that discouraging, but we need to change that mentality so people understand that we can never be satisfied with the work that
we do. There is always room for improvement!” The overall role of the OEGB is to ensure we have the right metric views that allow us to drive the right behaviors with the right tools across all of NAO.

So if OEP is a change engine then who is the conductor of the OEGB train? Well that’s Jack Bunyan, the Chair of the OEGB, which is one of the many responsibilities Jack carries on behalf of NAO within Operations Support. In addition to Jack, the OEGB membership is made up of Eastern and Central Area SVPs Ray Aschenbach and Daryl Hendricks, Operations Support VP Rob Reynolds, HR VP Lynda Dec, Account Management SVP, Jim Dodson and NA COO, John “JT” Tomovcsik.

Jack reminds us that Operational Excellence is a “key component of Iron Mountain’s strategy” and one of the tasks of the OEGB is to “identify investments back into the business that enable us to enhance the customer’s transactional experience through improved technologies, employee training, and improved workflows.” He goes on to say he agrees wholeheartedly that the metrics of OEP are “without a doubt the right ones for the business.” Over the past 4 years we have seen a dramatic improvement to our service and our quality while driving efficiencies.

OEP is measured in a way that allows us to benefit from a highly motivated “best athlete” model, explains Jack, “All of NAO is ranked throughout the year, and status can change, so continued execution at high levels occurs. Over the last two years NAO has achieved outstanding results in all Service and Quality Metrics while also contributing to lowering expenses. That is attributed to employees like those in the Eastern Area because without your dedication, support and continuous improvement efforts Iron Mountain would be just like any other Records Management company. You are the reason that Iron Mountain is able to survive tough economic times. Jack states with confidence, “No other competitor — small or large — is going to Operationalize Iron Mountain.”

Who, exactly, is Jack Bunyan when he isn’t hard at work creating a continuous improvement culture with NAO via the OEGB and performance metrics? Take a peek at some Q&A with Jack B!

Q: How long have you been with Iron Mountain?
A: I just celebrated my 6th anniversary and am having a blast!

Q: What do you do outside of work for fun?
A: I’m a beach bum who enjoys golf and time with family.

Q: Proudest moment(s) in your life?
A: I’m blessed with four perfect days — the day I was married and the births of my three kids.

Q: Any family pets?
A: A rescue dog, Beanie, who’s going on 15.

Q: What are you passionate about (besides OEP of course)?
A: Coaching teams to success — at work or in sports. I’ve coached youth sports for over twenty years, both basketball and soccer.

Q: Anything else that is interesting that you can share with the East?
A: I’m just an ole trucker who values the hard work of our front line employees. I’m proud that they make Iron Mountain the best at what we do!
Joplin Disaster Recovery

Faced with 100+ degree weather, IM partnered with BMS CAT and others to restore St. John’s Mercy Hospital’s active records when Joplin was destroyed by a tornado earlier this year. Volunteers across Iron Mountain came in 2-week spurts. While BMS CAT was located inside the building, fully suited up, finding files and boxing them up, IM stayed outside the building indexing and labeling the contents coming out to them and the degree of damage (dry, wet, mold, etc.) The info on each was eventually uploaded into SKP to help get the hospital’s records back up and running. The IM team even assisted with a condemned school they found on Facebook by moving furniture, supplies and books out of the school and onto trucks for transport to their new location. Special thanks to the following Mountaineers in the Eastern Area who supported this effort by volunteering their time in Joplin: Bill Blauvelt, Jason Brown, Pete Da Costa, Chris Devine-Davis, Rick Durkee, Kendall Hunter, Keith Kostek, Jason Lavery, Nancy Marche, Emigdio Mariscal, Charles McGovern, James Stone, Bill Straughn, Doug Wick and Traci Yoakum.

Roof Collapse Recovery

In Billerica, MA, a team of employees need to be recognized for the amazing work they performed when the roof suddenly collapsed last winter. We’d like to take this opportunity to remind every facility to be proactive and get your roofs inspected before a similar incident occurs in your building! Great job, Billerica team, for your quick action and dedication to remedying the problem.

TRIBUTE TO “IRON MIKE” GREELEY

“Iron Mike” was a strong company man who toed the line and was proud to say so! He was loved and respected by his fellow mountaineers and was seen as a mentor by many who worked both for him and with him over the years. Mike held many positions with the company in his 21 years, including Building Manager, Record Center Supervisor, Operations Supervisor and Inbound Supervisor, and he had a very fair but no-nonsense style of leadership whose bright personality and quick smile kept everyone around him upbeat, even when times were toughest for him.

Mike believed in giving back to the community, and he was a dedicated baseball coach for Cardinal O’Hara High School and Briarcliff Youth Baseball Leagues for most of his adult life. He was an avid boxing enthusiast and baseball fan. He enjoyed traveling all over the country to different baseball stadiums with his son, taking vacations with his wife, Janet, daughters Renee and Colleen and son Michael to Cape May, NJ and Baltimore MD, but most of all, spending time with his three adoring grandchildren. Mike departed this life on June 8, 2011, after a long battle with melanoma, and he will be sorely missed by many, as was demonstrated by the more than 500 family and friends who came to his services.

The Pennsylvania Territory celebrates the life and fond memories of Mike Greeley! Mike once told me, “When they made me, they broke the mold!” We all know now more than ever before that his statement was true!!!
Revenue Challenge Winners

Congratulations to our four Eastern Area Revenue Challenge Winners for 2011. Together with the rest of the team, we can attribute $7,200,000 in closed revenue to this challenge, of which $5,400,000 will be billed in 2011! Great work! These four winners are given their choice of any concert they would like to see this year along with an overnight stay in a hotel close to the concert venue.

Mining the Mountain Winners

2nd place winner Joe Spitz, Trans Service Specialist, Malvern, PA, won an iPad! He had an idea to reduce the size of the vans we use from E-350 to E-250. Both models have the same size cargo space. The E-250 saves on gas and is $3,750 less than the E-350.

3rd place winner Danielle Bowlsbey, Imaging Service Specialist, Freehold, NJ, won a $50 AMEX Gift Card for her multiple ideas involving solar and wind power for our buildings, utilizing a vending truck/food service at the locations, lighting and HVAC upgrades, recycling bins in breakrooms, and having employees supply their own paper break room supplies.

New York Metro Navy Seals

“I hope all is well. I just wanted to thank your team for doing an excellent job in completing the job on time. We really appreciate the hard work your company put in. It was great to work with you and your team. Many thanks.”

— Wanda Mercado, Observatory Finance Manager, ESB Observatory LLC

“Please convey our thanks to the entire crew who helped us with this move on Saturday. They certainly made short work of the move and everything went very smoothly. I’m sure glad we have this behind us and didn’t need to reverse the move today. I hope we have the pleasure of working with you again on future projects!”

— Joe Mazur, Morgan Stanley Technology

“Harold Hagan and Alfred Mettle did a wonderful job and were so professional and pleasant. The file room looks fantastic! THANK YOU!”

— Diana Reilly, RHIT, Interim Assistant Director, Kimball Medical Center
Feedback from the Field

In Port Washington, DP employees enjoy reading The Eastern Voice. We especially like the articles that relate to specific employees and their contributions. It’s nice to see that the company is recognizing both individuals and territories for their positive contributions to the organization.

Michael Maiorella
Transportation Supervisor, DP — Port Washington, NY

Thanks for the feedback, Michael! We will continue to publish articles about Territory and individual successes in future editions and have done so multiple times in this edition! Keep reading, Port Washington!!!

CONTEST!
Seek and Find the Iron Mountain Logos

Put on your glasses Mountaineers! You’ll need them to find the 7 special golden Iron Mountain logos hidden in this issue. Each seek and find logo will appear at the same size as the one pictured here.

This one doesn’t count, and the contest ends October 7th, so get searching!

how to enter
Search for the Iron Mountain logos among the articles and photos in this issue. Circle them and submit the location of each logo. $25 Amex gift cards for randomly selected entries with all locations identified correctly. All entries must be received no later than October 7th. Send your submissions electronically to theeasternvoice@ironmountain.com.