

Plant Operations Support ShopTalk

Plant Operations Support Consortium

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An effective fire base camp can help extinguish wild fires 20% faster

By Phil Partington, POS staff

Special thanks to Randy Warnock, superintendent of Department of Natural Resources Pacific Cascade Region at Cedar Creek Corrections Center for supplying all photos for this article.

Facilities management comes in various stripes and hats. In the case of Washington Department of Natural Resources (DNR), it often comes in fire helmets. DNR is a long-standing Consortium member. The facilities managers there know exactly what it's like to wear numerous hats. While forest fire fighters receive most of the public recognition for their amazing work, the facilities and logistics experts who run incident management camps are also heroes, and their story doesn't get told nearly enough.

"Most people don't seem to appreciate how complicated the process is to set up and run a fire camp," said Joe Shramek, DNR assistant division manager. "We don't get the same recognition that people in the smoke get. Yet, there are a lot of people breaking their backs to make sure those people can do what they do."

After all, an Incident Commander once told Larry Scott, founder of *Scotty's Incident Management Services (SIMS)* and former logistics section chief for DNR, that a well run base camp can reduce the time it takes to put out a wild fire by twenty percent.

DNR sat down with Consortium staff to tell the behind-the-scenes story of forest fire fighting.

(Please see "Fire", continued on page 6)



Washington Department of Natural Resources is the state's largest on-call fire department with 1,200 temporary and permanent employees who fight fires on about 12.7 million acres of non-federal (private, state-owned and tribal) forest lands.

POS notes



Bob MacKenzie

entire corrective or preventive maintenance tasks completed, does there? Budget woes, staffing restrictions, regulatory concerns, time conflicts, additional duties, recruiting challenges and a host of other hurdles stand in the way of where we need to be. In spite of these significant challenges, members are doing great things, practicing operational sustainability, and making their respective citizens, stakeholders' lives and overall facilities better.

See you in Leavenworth!

We'll hear about many of our members' lessons-learned and best practices during the upcoming 2008 Energy-Facilities Connections Conference, May 21-23 at the Enzian Inn in Leavenworth, Washington. National and regional experts will also join us to lead insightful discussions and introduce us to new ways of doing business. Meanwhile, the musical aficionados from Wenatchee and Cashmere School Districts will serenade and perform during the 2½ day event. We'll have demos of energy-saving devices, tours of cutting-edge green/sustainable designed facilities and much more. This should be the greatest learning event we've produced in more than 12 years!

Busy Times. Consortium members are running on all cylinders these days. Yet, there never seems to be enough time nor staff

to get the entire corrective or preventive maintenance tasks completed, does there? Budget woes, staffing restrictions, regulatory concerns, time conflicts, additional duties, recruiting challenges and a host of other hurdles stand in the way of where we need to be. In spite of these significant challenges, members are doing great things, practicing operational sustainability, and making their respective citizens, stakeholders' lives and overall facilities better.

Facility Assessments in High Demand. We applaud those members who have requested and received voluntary No-Fault Effectiveness and detailed facilities condition assessments in the last six months. Many members have received variations of the assessments and we believe the exercises have made an enduring and positive effect on their respective operations. We again express sincere appreciation to Pattie Williams, GA's Manager of Capital Campus Visitors Services, for her custodial and holistic facility expertise during these and previous assessments/evaluations. Larry Covey and Sue Brown routinely participate with me as well and members have provided outstanding input on a number of specialty areas. Thank you!

Maintenance Planning is

Key. A common "finding" of the assessments is that most members have not developed, nor executed a formal maintenance plan. Innovative maintenance planning and execution can extend the useful "lives" of a system, building, facility clusters or entire campuses. Maintenance managers' missions include keeping overall costs as low as possible, effectively maintaining facilities to achieve organizational goals and mission objectives with minimal downtime, and introducing upgrade and renovation programs that improve capabilities as required. To accomplish this, maintenance managers must plan for and execute preventive and corrective maintenance plans that are based on an in-depth understanding of how their

respective facilities were designed to perform, staff and resources available and the vision of the agency or organization they support.

When done correctly, the useful life of a facility can be extended, operational costs are lowered and greater overall efficiency is realized. In short, the facility can be operated within a more restrained fiscal climate and provide maximum benefit. Sorry to sound "preachy," but plans are absolutely critical to benchmarking, pegging, logistical mobilization (shelf-stock, or purchasing) and many more components of what we do as facility managers.

POS Consortium Goes

National. Your successes and lessons-learned will be presented at a number of upcoming national events by Consortium staff. If you're attending these events, we sure hope you'll attend our session/workshop and provide your input as a practicing member!

- International Facilities management Association (IFMA) Industries Forum 2008, Denver, April 30-May 2, 2008 (Public Sector Council meeting)
- Society for College and Universities Planners (SCUP) SCUP-43, Discover! Global Perspectives, Local Strategies, July 19-23, 2008 Montréal, QC (Canada)

(Please see "Notes," page 3)

Shop Talk is a quarterly publication of the Plant Operations Support program. The newsletter is intended to be an informative and operationally-oriented medium for public facilities managers. Contents are also available in hard copy. We welcome feedback and input on the newsletter's contents from readers. We reserve the right to edit correspondence to conform to space limitations.

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Plant Ops honors four with lifetime membership awards

Consortium professionals exhibit top-flight effectiveness and excellence

By Phil Partington, POS staff

It's an exciting day when Plant Ops gets to honor such top-of-the-line Consortium members with the Honorary Lifetime Membership award. These four leaders have all exerted positive influence and effectiveness that has gone above and beyond the norm, and they've done it throughout their careers. In short, they simply glow with the sort of excellence that Plant Ops applauds, and we can't say enough good things about them.

Without further adieu, please congratulate the following recipients of the spring 2008 POS Honorary Lifetime Membership awards:

Suellen White is the superintendent of Easton School District, and she has 29 impressive years of experience in leadership positions for various school districts. She's no stranger to extensive building projects either, as she's lead each of the five districts she's been with through at least one, including the addition of numerous new school buildings. Along with her husband, she owns and operates a ranch in the Methow Valley where they grow hay and raise cattle. She hopes to continue being an influence and working with the schools when she retires. Suellen has been a key participant in the Consortium for numerous years, and Plant Ops is thrilled to honor her with this well-deserved award.

Bruce Hargrave, facilities director of Centralia School District, has over 28 years of management and supervisory experience in various disciplines, including K-12 public school facilities (maintenance, custodial, grounds, technology, commercial facilities/power plants-engineering, maintenance, operations, start-up (commissioning), just to name a few. That impressive fill of experience doesn't even include the fact that he's lived up to the tests of emergency preparedness and recovery, safety development, energy conservation and more! Bruce is one of those special people who knows how to overcome challenges.

Our next Consortium idol is **John Lindstrom**, the facilities operations and maintenance manager for the Washington Military Department, serving the Washington Army National Guard. With over 200 facilities in 33 communities throughout the State, and most of them having an occupancy pattern much like a church building, energy conservation is a prime concern. John is an AEE Certified Energy Manager (CEM). The agency's most recent focus on energy savings is in replacing older 60% efficiency boilers with 90% efficient modular boilers, staged to meet demand. The Military Department has been an active partner in the Consortium since its inception, participating in everything from purchasing a two-story office building that held Capitol Campus staff following the Nisqually earthquake, to coordinat-

ing the availability of Army National Guard vehicles and solders to assist citizens. John's been an integral part of their involvement and is nothing short of a top-quality professional.

Beate Wahl has worked at Grays Harbor College in some capacity for the last 23 years. She's currently the chief of campus operations & auxiliary services, which is a position of high regard within the college and with much responsibility. Her quality of work and influence in the operations of the campus has resulted in an effective and positive work environment. Yet, what's even more amazing is that she didn't enter the United State until she was 18 years old. Born and raised in Germany, Beate didn't speak perfect English when she started her new life in America. However, that wasn't going to deter this hard-working, assertive individual. Her work ethic and consistent drive toward excellence is always accompanied by a warm smile and friendly demeanor, and we're privileged to recognize her as an Honorary Lifetime member of the Consortium.

For more information about this award, contact your Consortium staff, 360-956-2057.



Suellen White



Bruce Hargrave



John Lindstrom



Beate Wahl

(Continued from "Notes," page 2)

- IFMA World Workplace 2008, October 15-17, Dallas, Texas.

Welcome New, Returning Members. A number of members have renewed their subscriptions with the Consortium and we are deeply

grateful. We've said it before, but every returning member validates the useful practicality of the Consortium and adds depth, resources and institutional experience to the family.

Additionally, the following

new members have joined the Consortium family and we hope you'll join us in welcoming them: City of Bellevue, City of Seattle Dept. of Transportation, King County Dept. of Executive Services and Vancouver Convention & Exhibition

Centre in British Columbia.

Thanks again for all you do for our respective stakeholders. The POS staff joins me in wishing you a safe and happy spring.

Bob

The challenge of two bridges

Washington Parks still face aftermath of winter floods

By Bob MacKenzie, POS manager

Had you been living on an isolated island, you might have missed the story of devastating December 2007 floods and winds in Washington state. Winter Shop Talk detailed how some members had been affected and prevailed over daunting odds. Thousands of homes and businesses were completely destroyed or damaged, people and pets displaced, farm animals drowned by the score. The Chehalis River appears to have surged to a 500-year high, taking down bridges, carving new channels through hay fields and other acreage and clobbering downstream towns with floodwater and debris. We didn't catch it all.

There also used to be two historic railroad truss bridges, west and east of Rainbow Falls Park, near PeEll, Washington. They remained stately and safe since the early 1920's, about forty or so feet above the Chehalis -- until the December surge. The rails-to-trails program had extended the lives of both of the bridges, called the Dryad and Spooner Railroad bridges. They had been deconstructed and transported from Montana and Wyoming back in the 1920's to be reconstructed and join sections of the old Pacific Railroad line near west of Chehalis.

Now, the gnarled metal remains of both bridges are sunk into more than 12 feet of river muck, about 500 yards downstream from their original location, posing true obstacles to man and fish. One has to wonder how high and powerful the surge had to have been in order to take down the 50-ton bridges and

move them downriver like some sort of play toys.

Enter Lynn Nordloh and his crew from the Washington State Park and Recreation Commission Southwest Region. Washington State Parks is a 12-year Consortium member. Lynn's mission as construction and maintenance superintendent is to manage some 41 parks and lots of associated infrastructure in the State's southwest area. They are headquartered near Millersylvania Park, south of Olympia.

Lynn already had a full plate dealing with flood-related issues, so he called the Consortium staff for help in assessing the Dryad and Spooner Bridges, as well as the loss of a road and footbridge off of State Route 6 into Rainbow Falls State Park. The resultant data provided by Consortium staff and contracted engineers will be coordinated with FEMA to get the bridges and associated materials out of the river as soon as possible. The goal is to get contractors on-site quickly to remove the bridges from the muddy waters; a formidable task by any standard.

"This is quite a challenge as you might imagine," said Nordloh. But, through collaborative efforts, FEMA providing 75% and a lot of heart, we hope to have bridges, roads and footpaths back in operation as soon as possible."

Lewis County —another long-time Consortium member — is also deeply involved in flood relief and repair ef-



Lynn Nordloh (right) explains to Larry Covey the extent of the flood damage at Rainbow Falls Park near PeEll, Washington.



The gnarled metal remains of two bridges that were most affected by the Chehalis River floods have sunk into more than 12 feet of river muck, about 500 yards downstream from their original location.

orts; removing and replacing the downed concrete Chandler Bridge just upriver from Rainbow Falls.

the Chehalis River, contact Larry Covey, 360-956-2056, e-mail coveyl@energy.wsu.edu.

For more information about the removal and installation of bridges on

DOC electrical administrator receives top honor

Mike Farley credits prioritization skills for his success

By Phil Partington, POS staff

Mike Farley, electrical administrator for Department of Corrections (DOC), was recently selected as the winner of the DOC headquarters' Individual Award for July - December 2007. Farley was recognized by his co-workers and peers for his outstanding work. The award letter said, "Mike has repeatedly proven his commitment to quality and cooperation while providing assistance to the DOC field operations."

"I have the best job in state government," Farley said. "I sincerely love what I do. I think DOC is a great organization to work for."

Farley's main job is overseeing the DOC Electrical Contractor organization. That means he's responsible for ensuring that every employee, even trainees, in all DOC electrical shops that have a maintenance crew, be fully licensed. Although that's not difficult with staff members, it is often challenging with the high turnover of inmate trainees. He's also responsible for making sure they have electrical work permits to do any kind of work, like maintenance and installation. He has to ensure sites get properly inspected by the Department of Labor & Industries (L&I). He is also tasked with

coming up with 30-day load studies and L&I plan reviews. That means when a site gets new equipment or machinery that could add to its electrical load, he has to prove to L&I that the distribution system can handle the load.

"It feels good to receive this honor," Farley said. "I didn't think anyone knew what I was doing, because I don't typically work directly with the folks at headquarters."

Farley credits prioritization skills for his success.

"Prioritize," he says. "There is always more work than

there are man hours and you have to pick what's most important on the list of things to do."



Mike Farley

The Consortium sings Mike's praises for a job well-done!

For more information, contact Mike Farley at 360-725-8321, or e-mail mjfarley@doc1.wa.gov.

Consortium Member Roster

K-12 Schools

- Abbotsford, BC
- Bremerton
- Brewster
- Bridgeport
- Camas
- Centralia
- Chehalis
- Clover Park
- Coquitlam, BC
- Delta, BC
- East Valley, Spokane
- Easton
- Eatonville
- Edmonds
- Enumclaw
- ESD 101
- ESD 171
- Federal Way
- Goldendale
- Highline
- Hoquiam
- Ketchikan, AK
- LaCrosse
- Liberty
- Marysville

- McCleary
- Mission, BC
- Moses Lake
- Mount Vernon
- Mukilteo
- North Thurston
- Oak Harbor
- Ocosta
- Olympia
- Peninsula
- Port Angeles
- Port Townsend
- Puget Sound ESD
- Quilcene
- Quillayute Valley
- Rochester
- Saanich, BC
- Shoreline
- South Kitsap
- Snohomish
- Sumner
- Sunrise Beach
- Surrey, BC
- Wenatchee
- White River
- Willapa Valley

- Wishkah Valley
- Yelm
- Universities/Colleges**
- Big Bend CC
- Cascadia CC
- Clark College
- Columbia Basin CC
- CC of Spokane
- Everett CC
- Grays Harbor College
- Highline CC
- Olympic College
- Renton TC
- South Puget Sound CC
- The Evergreen State College
- Univ. of Washington
- WSU Extension Energy
- Ports**
- Port of Everett
- Port of Kennewick
- Port of Sunnyside

Municipalities

- City of Bellevue
- City of Hoquiam
- City of Oak Harbor
- City of Olympia
- City of Seattle, Dept. of Transportation
- City of Tacoma
- City of Tumwater
- City of Walla Walla
- City of Vancouver
- Clark County
- Cowlitz County
- Cowlitz County PUD #1
- Grays Harbor Public Dev. Auth.
- Jefferson County
- King County Dept. of Exec. Services
- Lakehaven Utility District
- Lewis County
- Pierce County
- Pierce County Library System
- Skamania County
- Tacoma-Pierce Cty Health
- Whatcom County
- States/Tribal
- Alaska DOT
- Oregon Youth Auth.
- Squaxin Island Tribe

Vancouver Convention & Exhibition Center

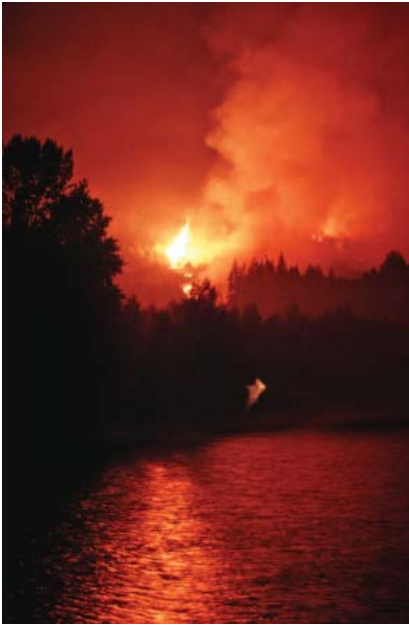
- Wash. St. Agencies**
- Corrections
- Criminal Justice Training Comm.
- Ecology
- General Administration
- Health
- Information Services
- Licensing
- Liquor Control Board
- Military
- Natural Resources
- Parks & Recreation
- School for the Blind
- School for the Deaf
- Social & Health Services
- Transportation
- Veteran's Affairs
- Washington State Patrol

Our warm welcome to the new members in green type and to those members who have re-subscribed.

We look forward to serving your facility and operations needs.

See page 8 for more information on joining the Plant Operations Support Consortium, or visit us on the web for additional information, www.ga.wa.gov/plant.

(Continued from "Fire," page 1)



Even though a fire camp may not be directly near the forest fire, the danger is still great as the fire can head toward the camp at any time.



With so much on the line, it's important that each member of a fire camp do their duties to the max. If one person fails to keep up, the entire operation is affected.

The Fire Camp

Depending on the size of the fire and the available resources, a fire camp is typically comprised of about 300 to 1,000 people and sometimes more.

"A fire camp is basically like a little city," said Scott, "with showers, laundry, kitchen, etc. It's our job to set the camp up in a very limited timeframe and often under stressful circumstances."

Complications and Intensity

Setting up and maintaining a fire camp is no easy task. It's a fast-moving environment and things can get rather hot if one component of the camp isn't keeping up with things. It requires a lot of situational awareness.

"When we set up fire camp in the middle of the woods," said Jim Sweeney, DNR camps program manager, "it has to meet all the same standards and codes as a business facility down the street. And, it has to be done within a significant time crunch."

Dennis Flynn, DNR maintenance superintendent, added, "You learn to listen really closely when people are complaining. People get impatient working for 16-hour days with no break and sleeping on the ground. It's understandable when they get cranky."

Training Preparation

A high degree of training is necessary in the

winter off seasons for all involved in a fire camp, especially considering the complexity of running one. Joel Rogauskas, DNR's inter-agency fire program training manager, is charged each season with the task of assessing what went well and what went wrong the previous season. Based on his findings, he's able to appropriately and thoroughly train others before entering the rigorous and high-risk conditions of a fire camp. In addition, he plays a role in helping provide physical fitness training for the Governor and her staff, the Commissioner of Public Lands, members of the media and others who might visit the fire line or a fire camp without much prior experience.

Planning Ahead

Another side of preparing for the summer months' fires is ensuring contracts are in place so that when resources are needed they are available at the drop of a hat.

"If there's not a lot of planning in the off season, it won't work," said Sweeney. "I credit our federal counterparts. They put together some complex contracts so we have things readily available at the appropriate times."

Shramek added, "Everything we do relies on other private and public organizations to support us. To have those relationships and contracts in place ahead of time keeps us going, because it means we don't have to scurry as much to get them in place when the fire bell rings."

Regarding relationships, Joe and Jim also stressed the significance of having knowledge of and building relationships with the vendors in different local areas. Having local cooperation and resources handy can increase the chances for a success at the camp.



A forest fire's unpredictability can make setting up a fire camp especially challenging

Partnership with DSHS and DOC for Reentry Program

"We've called on Department of Social and Health Services (DSHS) Juvenile offenders and Department of Corrections (DOC) inmates for over 40 years for logistical support in fire camps, as well as for playing a critical role as on-the-ground firefighting handcrews," said Shramek. "Inmates typically staff the food units and are supervised by DNR food unit crews. The bottom line is, there are a limited number of food caterers to hire, and since we usually need that service right away, we own and operate our own. After all, if we can't feed 1,000 people, we're finished."

DNR operates with a three-way Interagency Agreement with DSHS and DOC, with DOC inmates working at six sites and a DSHS Juvenile Rehabilitation Administration working one site at Naselle.

(Continued on next page)

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Joe Shramek

"We don't compete against private industry at all," Sweeney said, "and we have huge tie-in with reentry initiative and look at how we can begin to correct their behavior. When they finish their term, we want them to be well equipped to make a life for themselves so they'll be less likely to re-offend. Former inmates who worked in fire camps have actually been hired on. Being an inmate on a DNR crew lowers recidivism."



Dennis Flynn

"Rather than build more beds and prisons with tax dollars, we're proud to be part of a program that aims to get them on the right track."

The Off Season

Just because fires may be less likely during the winter doesn't mean that these professionals aren't keeping busy. Aside from constant training and planning, they do significant rehabilitation work, renovate historical buildings, build trails, bridges, shops, etc. and even have a couple lumber mills and saw mills to convert raw materials into picnic equipment.

Jim Sweeney isn't kidding when he says, "we can do it all!"



Jim Sweeney

Remembering WTO

November 30, 1999 featured the WTO Ministerial Conference in Seattle. It was an event to commemorate the launch of a new millennial round of trade negotiations. However, high protest activity ensued and the focus suddenly changed to massive and violent protests near the Seattle Convention Center.

Bob Bannon, DNR fire prevention manager and fire district assistance manager, and Larry Scott shared their story of the importance of incident management camps.



Larry Scott

Washington State patrol and SWAT teams were sent within 20 hours, but they had one to two thousand people they couldn't support. They had no showers, no food, were still in clothes that were soaked in CS gas (tear gas). Meanwhile, we had set up an Incident Command Center at Boeing Field and had two more camps in Shoreline and Auburn that held back up fire resources. We offered to handle the support for the Police Department to help out, and ended up renting the Kingdome.

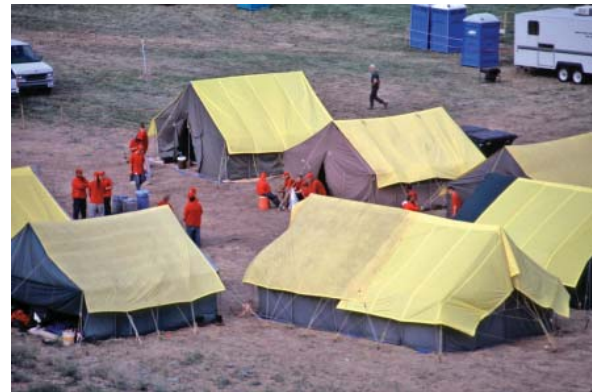


Randy Warnock



Bob Bannon

From fire camps to supporting law enforcement during riots, from flood zones and hurricanes, the DNR facilities managers can wear any hat and accomplish any mission for the benefit of stakeholders and taxpayers. *For more information about fire camps, contact Joe Shramek, 360-902-1317, or e-mail joseph.shramek@dnr.wa.gov.*



A fire camp is typically comprised of about 300 to 1,000 people, and sometimes more.



Fire kitchens are typically run by inmate workers supervised by DNR crews. The food is regarded as high-quality with an emphasis on presentation to keep morale high.



Crews are unable to sit at fire kitchens, because they need to be on their guard even during rest periods.

School District lands a cookin' solution

Consortium maneuvers another member-to-member win

Jenny Jenson is head of Easton School District's Food Services. She's worked in the arena for many years, often having to do a lot with very little. Since last year, she's benefited from a true "blessing" with the installation of double stack commercial grade ovens which she received from another POS Consortium member. The previous ovens were unwieldy and tended to break down, causing frustration and inefficiencies in the District food service efforts. The offering community college member was renovating their dining space and worked with the Consortium to ensure all materials were reused in another educational facility. Easton School District professionals rose to the opportunity, mobilizing their maintenance and food service staff and transported the ovens back over the Snoqualmie Pass to bucolic Easton. The ovens work more efficiently than the old ones, enabling District food service staff to accomplish their critical missions in shorter time frames.

"Thank the Lord for the Consortium," said Jenson. "Our students and staff are true beneficiaries of the Consortium's offerings and member-to-member cooperation."

For further information about Consortium sustainability and re-use program's contact Phil Partington (360) 956-2057.



Jenny Jenson showcases her 'new' double stack commercial grade oven, which arrived courtesy of another Consortium member in the middle of a kitchen renovation.

Join the Plant Operations Support Consortium

An innovative, resource and dollar-saving tool for your facilities tool box

If you're a facilities professional in the public sector and not already a member of the Consortium, what are you waiting for? Unless you already have all the resources you need, the POS program is just what you've been looking for. It's an innovative and self-sustaining Washington state program that provides beneficial facilities and operations support to overworked public sector managers. All state agencies, schools, colleges, ports and municipalities are eligible to participate. The Consortium is a part of Washington's Department of General Administration that is uniquely linked with the Washington State University Extension Energy Program, making for a hybrid program of endless tools to leverage by its members.

Basic member services include on-site facility assessment and needs consultation; technical and engineering assistance; construction project management; equipment procurement and brokering; and professional training and development.

Find out how Consortium members have saved more than \$31 million in costs since 1996. To see how we can create a program that will best fit your specific requirements, give us a call at 360-956-2055, e-mail us at plantops@energy.wsu.edu, or visit our website, www.ga.wa.gov/plant.

Don't re-invent the wheel. Find out how you can be saving your operations time, dollars and resources with the Plant Operations Support Consortium.

