

ShopTalk

Plant Operations Support Consortium

Volume 15, Number 3

Fall 2010

Teamwork Results in Reuse of Cafeteria Complex

By Phil Partington, Consortium staff



Jack Anderson (right), president of Interstate Modular, discusses building placement with Larry Covey, Consortium senior project manager, at the Squaxin Island holding area.

The Washington State University (WSU) Extension Energy Program's Plant Operations Support Consortium combines dedication, teamwork and communication to ensure that member requests are resolved. Sometimes, a request requires only a few minutes of staff time, while another request calls for a more complex process. The latter was the situation recently with a surplus cafeteria complex

moved to Squaxin Island Tribal land near Shelton, Washington.

The Squaxin Island Tribe landed the 10-unit modular complex of approximately 7,200 square feet after a donation by The Boeing Company. The complex is now situated next to the tribe's educational building and will be used for senior, youth and other tribal

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This will save us more than \$250,000 and will make a real difference in our community programming.

Ray Peters,
Executive Director,
Squaxin Island Tribe

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Extension Energy Program
Plant Operations Support
Consortium

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ShopTalk is a quarterly electronic newsletter of the Plant Operations Support Consortium, providing information focused on facility operations. We welcome feedback from readers.

To provide feedback or to subscribe to the Consortium electronic listserv, e-mail us at

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Archived issues of *ShopTalk* are available at:

www.energy.wsu.edu/PublicFacilitiesSupport/PlantOperations/ShopTalk.aspx

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Shop Notes

By Bob MacKenzie,
Consortium Manager

We are gratified to see the numbers of returning members, in spite of the worst economic slow-down most of us can remember. New members continue to join our family as well, bringing more depth and resources for others to leverage. Our collaborative way of doing things may make perfect sense to most of you. Yet we still hear of horror stories about public agencies reinventing the wheel, buying new when they could have re-used materials, or failing to listen to their staff or properly read data, while barging ahead with ill-fated initiatives.

We just can't keep doing business as usual. This issue of *Shop Talk* includes success stories from varied sectors for you to consider. We are impressed with the creative and innovative spirit out there and urge you to model these and to maximize your Consortium involvement.

Moving Forward with Feedback

After we reintroduced the *Hot Wash* evaluation technique in the Summer *Shop Notes*, we heard from many members who routinely evaluate their endeavors with some sort of assessment, capturing lessons learned to avoid reinventing the wheel. Feedback is one of the most important forms of institutional learning. Horace Freeland Judson once wrote, "Feedback is goal-oriented ... Movement is the essence of feedback. It implies purpose and



Bob MacKenzie

progress. Like a walker on the high wire, it continually achieves balance in order to achieve something beyond balance. It can never rest."

What if there was no feedback? Systems would collapse, and the economy would fly out of kilter. Without feedback the world as we know it would not exist; the high walker in Judson's quote would fall. No system can survive without feedback.

Yet many of our crews and staff feel they are expected to do just that. Performance feedback has surfaced as a problem area in most organizations in which we conduct assessments. In interviews with shop supervisors, many made comments such as, "Performance evaluations don't really exist here. If they do, I don't know what they look like."

Industry research points out that performance feedback has a high correlation with job performance and satisfaction. In fact, some studies suggest that feedback is more important "than every other communication variable, including peer communications,

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Hoquiam Consortium Members Benefit from Creative Partnership

By Phil Partington, Consortium staff

Public sector processes can be arduous and taxing, especially since everything must be done under the careful scrutiny of our taxpaying public. With stringent parameters to work within, it may take creative, out-of-the-box thinking to identify practical solutions to vexing challenges. The Hoquiam School District and City of Hoquiam recently found a solution that not only makes sense, but might be emulated by other Consortium members.

Hoquiam School District needed to renovate their middle school. With guidance from Trevor Carlson, senior vice president of Seattle Northwest Securities and the district's financial advisor, the district signed a capital projects levy in November 2009. It was a six-year levy that would allow the district to collect funds to

do repairs on the building. The problem was that they needed to do the repairs right away.

"It just so happened that we had a school board member whose brother is on the city council for Hoquiam," said Mike Parker, superintendent of Hoquiam School District, "and it just so happened that the city had money they were looking to invest."

"We were looking for ways to improve our investment portfolio," said Mike Folkers, finance director for the City of Hoquiam. "We were in great financial shape for a long time, but then the economy went in a different direction. Rates dropped through the floor. We were getting under 0.3% for our money and were using a lot of that money to subsidize taxes and fees for city programs."



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It was like our own little stimulus program this summer.

Mike Parker,
Superintendent, Hoquiam
School District, WA

”

Based on this relationship and the liaison of the school board member, the city made a bid on the school's municipal bond, competing against two investment banks. Folkers compared the competition to a "David-versus-Goliath scenario."

"We ended up winning the bid," Folkers said. "We saw this as a great opportunity, considering it was such a better rate than we

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Surplus

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activities and events. Final assembly is expected to be completed in early 2011.

"The Plant Operations Support Consortium brought the opportunity... to our attention," said Ray Peters, executive director of the Squaxin Island Tribe. "This will save us more than \$250,000 and make a real difference in our community programming."

Jake Fey, director of the WSU Extension Energy Program, added, "This is a good example of how a corporation like Boeing can assist a regional program – such as the Squaxin Island Tribe – and how the WSU Extension Energy Program can serve as the facilitator to help make it happen."

The proficient teamwork and communication between the tribe and Boeing with Consortium staff was vital to the project's success. The process involved finding the appropriate individuals who could help coordinate the transaction, as well as setting up a unique grant for the tribe.



Interstate Modular, Inc. transports one of the units to the tribe's location.



Boeing donated the 10-unit (7,200 square feet) complex to the Squaxin Island Tribe through the Plant Operations Support Consortium.

Jack Anderson, president of Interstate Modular, Inc., took on the complicated process of moving the large unit to the tribe's location. Dan Neelands served as the tribe's project manager, while Consortium staff member Larry Covey managed the overall transaction and provided liaison among the parties.

"We commend Jack Anderson for bringing this opportunity to our attention," said Bob MacKenzie, Consortium manager. "This has been a superb event. Working with private sector partners such as Interstate Modular and The Boeing Company along with the professionals at the Squaxin Island Tribe, and aided by our own WSU Extension Energy Program colleagues is a recipe for success."

The Boeing Company showed leadership in sustainability by making the surplus building available. "We saw this as a great opportunity to repurpose a building the company was not using anymore and help a tribal community in need of such a



Dan Neelands

facility," said Liz Warman, director of Boeing Global Corporate Citizenship in the Northwest. "Instead of being demolished and ending up in a landfill, this building will serve youth, seniors and other members of the Squaxin Tribe."

For more information on this transaction, contact Bob MacKenzie, (360) 956-2055 or email bobmac@energy.wsu.edu. For more information about the Squaxin Island Tribe, contact Ray Peters, (360) 432-3900 or email rpeters@squaxin.us. ✖

State Penitentiary Walks the Walk in Sustainability

By Phil Partington, Consortium staff



More than 540 acres form WSP's garden. WSP's goal is to boost food production, while providing quality produce for their staff and inmates.

Revitalizing a gardening program at the Washington State Penitentiary (WSP) shows that the best approach to the practice of sustainability is through collaboration and communication. Dan Pacholke, acting director of the Department of Corrections prisons division in Olympia, and Chris Bowman, associate superintendent at WSP in Walla Walla, saw an opportunity to boost the penitentiary's sustainability posture by revamping its 540-acre gardening program. WSP's goal was to boost food production, while providing quality produce for staff and inmates.

In the past, WSP's garden generated only 45,000 lbs of produce per year for its kitchen. Penitentiary staff set a new goal to grow more than 124,500 lbs, nearly a three-fold increase.

WSP achieved 106,000 lbs of food by mid-September and estimates another 50,000-60,000 lbs will be available by the end of the harvest season. "At 124,500 lbs of produce, we will save nearly \$88,000 in food costs this season," said Shane Loper, facilities manager at the penitentiary. If they reach 180,000 lbs, which Loper thinks is possible, it would be an additional \$44,000 savings.

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At 124,500 lbs of produce, we will save nearly \$88,000 in food costs this season.

Shane Loper,
Facilities Manager,
Washington State
Penitentiary
Walla Walla, WA

”

Practicing sustainability also means saving money by not purchasing extra equipment. Instead, WSP is making better and more creative use of existing materials and tools. This approach is a win-win for the penitentiary and for taxpayers.

Providing enough light for tomato plants to grow properly is an

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Gardening

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example of one challenge the gardening team faced. They solicited the assistance of WSP electricians, who hung lamps from chains to provide the plants with more light. The team learned that the closer the lights were to the plants, the better they grew. With this new insight, they continued to adjust the lamp height as the plants grew.

Other creative and sustainable solutions included:

- Building a picket fence for a 70'X 50' foot test garden out of recycled pallet wood
- Creating more than 200 homemade tomato planters resembling Topsy Turvy® hanging planters using five-gallon buckets with holes and matting liners
- Using scrap lumber for planking around the garden plots
- Using low-cost plastic to cover table tops to reflect light in order to help plants grow

“Much of what we did was based on research, trial, and error,” said Loper. He stressed that much of the credit goes to J.D. Attebury,



Innovation at the Washington State Penitentiary includes homemade tomato planters that resemble Topsy Turvy® planters using five-gallon buckets with holes.

plant manager, and Doug Tucker, gardener, who have been integral parts of the implementation process.

“Doug’s main duties were to mow and spray. He wasn’t an expert at what we were asking him to do, but he had the will to do it. We put him through a master gardening class less than a year ago, and now he’s doing wonders.”

Consortium correctional professionals have many of the same facilities responsibilities as other organizations, with the additional burdens of strict parameters, inmate custody issues and personal safety – a challenging environment without a doubt. Regardless, WSP remains a leader in sustainability and innovation,

applying practical solutions to save tax dollars and resources, and providing inmates with an opportunity to make a meaningful contribution.

For more information about the Washington State Penitentiary gardening program, contact Shane Loper, Facilities Manager, (509) 526-6435 or email sloper@doc1.wa.gov. ✂

Cleaning

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contamination and the spread of germs and bacteria. The first three principles are:

- Wash hands thoroughly and always wear appropriate personal protective equipment.
- Scrub to remove dirt, debris, and microorganisms.
- Clean before any disinfection process because dirt, waste, and other materials can lessen the efficacy of many chemical disinfectants.

Look for more about cleaning techniques and products in future issues of *Shop Talk*. For more information about cleaning for health, custodial assessments and ways our team can assist your operations, contact:

Bob MacKenzie, (360) 956-2055, bobmac@energy.wsu.edu, or Sue Brown, (360) 956-2058, browns@energy.wsu.edu. ✂



J.D. Attebury



Doug Tucker



Dan Pacholke



Chris Bowman

Hoquiam

Continued from page 3

were getting before. Furthermore, investment banks aren't going to know the school like we do. In our mind, it was almost a no-risk proposition. We know them and we know they're not going to go belly up. What better way for the city than to invest in your local school district?"

"This allowed us to begin the project when we needed to," added Parker. "We completed phase one of the project this summer, which included much needed cement board siding, insertion of double pane windows, new air handler units and new controls inside the building."

Parker continued, "It was like our own little stimulus program this summer. If we have to pay interest, why not pay it to the city that can hire more police officers or build sidewalks, as opposed to a bank that's located in California and not invested in our community? We also hired a local workforce and with the help of about \$725,000 in energy grants, the total scope of the project was around \$4 million."



Mike Folkers

The successes of this joint venture are apparent. The middle school students get the benefit of a more energy-efficient building, the district was able to meet its timelines for getting students into the building, and the city improved its investment portfolio – while keeping dollars in the local community.

This isn't the first time the city has partnered with the school district. The district has assisted the city with its vehicle maintenance, while the city has helped with district grounds work. Both organizations are committed to an enduring partnership. "It's worth it just to keep the conversation going," said Parker. "It may lead to a dead end sometimes, but it's worth the effort."

If this innovative partnership is possible in Hoquiam, why not other Consortium member communities?

For more information on Hoquiam School District's renovation project, contact Mike Parker, (360) 538-8200 or email mparker@hoquiam.k12.wa.us. For information on the City of Hoquiam's partnership, contact Mike Folkers, (360) 637-6022 or email mfolkers@cityofhoquiam.com. ✂

Notes

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organizational climate... even supervisor-subordinate relationships (Phillip G. Clampitt, *Communicating for Managerial Effectiveness*, 2009)."

What does this mean? Well, in these times of severe economic downturn we may not be optimizing a critical tool that could increase productivity and allow us to truly do more, with a lot less. Our crews and staff like to know how they are doing. We need to carve out time to ensure they get that feedback. Feedback for some workers can actually serve as a reward or motivation. For others, it provides relevant data to correct daily job errors or a way to build self esteem. Skillful facility managers can meet these divergent needs with a sound feedback system.

Your Consortium staff can assist you in establishing or reinvigorating a well-balanced feedback system. Call us and we will make good things happen – together. ✂

Bob

Cleaning For Health Makes Business Sense

By Sue Brown, Consortium staff

Fall brings gold and brown leaves, as well as colder weather and more time indoors. Unfortunately, indoor environments can be breeding grounds for pathogenic microorganisms that – without microscopic vision – are out of sight and usually out of mind. Close proximity to others increases the potential for transmission of pathogenic diseases, germs and viruses. Consider that the H1N1 flu virus can live for several days on certain surfaces. “Cleaning for Health” is a method to combat these challenges.

A critical component of preven-

tion is to clean surfaces that come into direct contact with skin. Countertops, desks, drawer handles, chairs, door knobs, light switches, sinks, faucets, paper towel dispensers, toilet flushers, vending machines, elevator buttons, stairway railings, locker handles, phones, computer mice and keyboards are all potential carriers of germs.

ISSA, a leading organization in the janitorial/sanitation industry, offers 15 *Principles of Cleaning* that can greatly reduce the risk of cross

See **Cleaning** on page 6



Sue Brown shows school district employees the proper method of using a backpack vacuum.

Consortium Members

K-12 Schools

Bridgeport
Camas
Centralia
Chehalis
Chilliwack, BC
Colville
Coquitlam, BC
Delta, BC
Easton
Eatonville
Enumclaw
ESD 101
ESD 114
ESD 121
Federal Way
Highline
Hoquiam
Inchelium
Ketchikan Gateway
Borough, AK
LaCrosse
Liberty
Lopez Island
Lyle
McCleary
Medical Lake
Mission, BC
Moses Lake
Mukilteo

Nine Mile Falls
Oak Harbor
Ocosta
Okanagan Skaha, BC
Orcas Island
Orondo
Olympia
Peninsula
Port Angeles
Port Townsend
Portland, OR
Reardan-Edwall
Renton
Republic
Saanich, BC
San Juan Island
Selkirk
Shoreline
South Kitsap
Snohomish
Sunrise Beach
Surrey, BC
Thorp
Wenatchee
White River
Wilbur
Wishkah Valley
Yakima
Yelm

Universities/Colleges

Clark College
Community Colleges of
Spokane
Everett Community
College
Grays Harbor College
Highline Community
College
Olympic College
Pierce College
Seattle Central
Community College
Seattle University
South Puget Sound
Community College
The Evergreen State
College
Washington State
University Extension
Energy Program
**Wenatchee Valley
College**

Municipalities

City of Centralia
City of Hoquiam
City of Kent
City of Longview
City of Olympia
City of Port Townsend

City of Tumwater
City of Vancouver
Clark County
Cowlitz County PUD #1
Grays Harbor Public
Development Authority
Jefferson County
King County Department
of Executive Services
Lakehaven Utility
District
Lewis County
Pierce County
Pierce County Library
System
Pierce Transit
Skamania County
Sound Transit
Tacoma-Pierce County
Health Department
Whatcom County
Yakima County Fire
District No. 5

States/Tribal/Misc.

State of Alaska
Squaxin Island Tribe
Hopelink
Tacoma Convention &
Trade Center

Washington State Agencies

Corrections
Criminal Justice Training
Commission
Ecology
General Administration
Health
Housing Finance
Commission
Licensing
Liquor Control Board
Military
Natural Resources
Parks & Recreation
School for the Deaf
Social & Health Services
Transportation
Veteran's Affairs
Washington State Patrol

*Our warm welcome to new members in **bold blue** type. We look forward to serving your facility and operations needs.*