

ShopTalk

Plant Operations Support Consortium

Volume 16, Number 2

Summer 2011

The Ingredients for Effective Facilities Leadership

By Melinda T. Spencer, WSU Contributing Writer

Like good lasagna, a strong team is made of diverse layers bound together by a crucial ingredient to create an irresistible whole. For lasagna, the binding ingredient is cheese. For a team responsible for the safe and efficient management of public facilities, the binding element is a leader who cultivates the diverse strengths of team members while uniting them to accomplish a common goal.

Facilities management professionals are experiencing seismic shifts on the job. They are expected to do more work with fewer resources, master new tools while their facilities are fully operational (leaving no room for error), and meet ever-higher expectations under increasing scrutiny.

How do they adapt to these changes? Several leaders who spoke at the Energy/Facilities Connections Conference in May 2011 shared core values that guide every move they make on behalf of their teams, their supervisors and their stakeholders.

These values help them stay solid as changes rock less grounded

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You've got to love problems. You're hired to solve problems – problems let you shine.

*Lander Medlin,
Executive Vice President
of APPA*

”

teams. In fact, these leaders invite change; they know that change is not just something that happens to them – they get to demand change so they can do their jobs smarter, leaner and better.

Use workplace problems to dig deeper and find new solutions

We are living in exponential times. Lander Medlin, Executive Vice President of APPA – an association of higher education facilities officers – points out that the amount of new technical information we are asked to digest is doubling every two years. And while the Internet presents an abundance of information, it offers a scarcity of wisdom – and this wisdom can be buried pretty deep. Instead of letting that tidal wave of new information smother you, come up with a strategy to sort through it. Find what is useful in that ocean of raw information and use it to solve daily challenges. Lander reminds us, “You gain credibility by turning information into wisdom.”

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Washington State University
Extension Energy Program
Plant Operations Support
Consortium

Volume 16, Number 2
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Shop Talk 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, Email us at

PlantOps@energy.wsu.edu.

Archived issues of *Shop Talk* are available at:

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

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University Extension Energy Program

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Editing: Melinda T. Spencer
Design: Gerry Rasmussen

WSUEEP11-034 • August 2011

Shop Notes

By Bob MacKenzie,
Consortium Manager

Connections

It was a treat seeing so many members during the May Energy/Facilities Connections in Leavenworth. We were elated to also welcome a number of new and prospective Consortium members and were doubly glad that so many professionals from diverse sectors were able to attend the event. In fact, we exceeded attendance projections by 25 percent – in the middle of the worst financial downturn in recent memory! It speaks volumes that you place such a premium on networking and staff professional development.

We appreciate MacDonald-Miller Facilities Solutions for providing outstanding support as the event's Platinum sponsor and for all the gifts given to speakers and session presenters. They were instrumental in the event's overall planning and execution success. Ameresco-Quantum, Delta/ESC Team and Xpedx provided superb Gold sponsorship. They enabled many public sector members to attend who would otherwise have been prevented because of travel restrictions. Our Silver sponsors – Trane, Snohomish County PUD, Siemens and Honeywell – provided scholarships and other support. Completing our list of sponsors were our Bronze partners: BetterBricks, Avista and Lutron Electronics. Thank you all. And the Wenatchee School District's Mariachi Azteca and Golden Apple Marching bands



Bob MacKenzie

made for spectacular entertainment and also served as a window into our region's fabulous student potential.

Success: Cost allocation model developed for state agency member

Your Consortium staff recently completed a landmark project, one which bodes well for future support to overworked fiscal and budget staff in public and non-profit sectors. The administrator for the Office of Budget and Economic Analysis of the Washington State Department of Licensing had asked Consortium staff to develop a department-wide cost allocation model, which would help determine how indirect charges should be apportioned throughout the large agency. The complex project required a search for a financial expert of varsity caliber to augment our staff and we were blessed to find John Neugebauer. John – former Chief Financial Officer at King County Directors Association – had a short period of time to amass and synthesize huge amounts of data, conduct numerous interviews and then develop a practical, dynamic and enduring cost allocations model. He did it, and in record

See **Notes** on page 6

Consortium Links Members to Equipment for Big Savings

By Phil Partington, Consortium staff

It often takes precious dollars to overcome facility challenges. So it doesn't make sense to throw money away when alternatives might be considered. That was the mindset of four Consortium members – Belfair State Park, The Evergreen State College, Orcas Island School District and the Squaxin Island Tribe – who recently took advantage of the program's equipment brokering and locating services.

The most recent member-to-member success occurred at long-time member Renton School District, where numerous items were made available to other members. With sustainability in mind and using its own surplus authority, the district reached out to the Consortium. The result was a variety of members capitalizing

on used – but useful – items to save dollars with limited effort and time.

"We needed to free up warehouse space for additional incoming surplus items," says Jonathan Stine, resource conservation and safety manager at the Renton School District. "With a recycle, reuse sustainability policy, it's great that other organizations are able to reuse our surplus and to benefit economically."

Belfair State Park, a 65-acre, year-round campground park at the southern end of Hood Canal in western Washington, acquired much-needed evidence lockers.

"These lockers will be put to good use," says Ed Long, park ranger at Belfair State Park. "These would normally cost us a lot of money we don't have."

Orcas Island School District received chairs, eight-foot folding tables and music stands, while The Evergreen State College took the remainder of the tables. Gaylen Finley, the building services manager at the college, explains that the tables will be used for special events.

The Squaxin Island Tribe received a pottery kiln and is coordinating with Renton School District to possibly collect additional items available.

"The Consortium has provided us with another great opportunity," said Lisa Bielski, corporate financial officer with Island Enterprises, Inc. of the Squaxin Island Tribe. In 2011, Consortium staff has helped members find modular buildings, chairs, bookshelves, file cabinets, desks, tables, workshop equipment, kitchen equipment, work stations, paint, concrete sealer, welders, vehicles, cranes, a dunk tank, golf carts, man lifts, boiler equipment and more. In fact, Consortium staff have acquired more than \$1,345,000 worth of materials and equipment for members... usually free or nearly free to them.

It's a common myth that items advertised on the Consortium Listserv emails are all that's available. In reality, those listings are just the tip of the iceberg. When a member calls and asks for an item, staff scouts your Consortium's library of resources, which include 15-years of equipment searches and connections, as well as other linkages, to find the best options available for that item. If none can be found right away, the request is kept on a task list so that when items surface, those who have asked specifically for the item are given right of first refusal. The moral is to send



Ed Long with Belfair State Park disassembles evidence lockers for use at the park.

See **Savings** on page 6

Ingredients*Continued from page 1*

To keep up with this expanding knowledgebase, Larry Price, Director of Design, Planning and Construction at the Bellevue Community College, suggests that managers learn to use different types of software programs, know several ways to accomplish a task, and train up-and-coming facilities professionals who have grown up with technology. "It will do you no good to turn your back on new technology," Larry adds. "Buy in to these tools, bone up

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Leaders who embrace technology and learn how to use it will be able to adapt quickly as change happens.

*Larry Price, Director,
Design, Planning and
Construction,
Bellevue Community College*

”

on how to use them and leverage them to revolutionize how your team gets the job done."

Collaborate with people at all levels of the organization so you can do more with less

Doing more work with fewer resources requires creativity rooted in respect for all members of your organization. To get what you need from those who define the budget, Alan Bigger, APPA fellow and former director of Building Services at the University of Notre Dame, suggests that facilities managers earn a seat at the table where budget decisions are made. Do this by being prepared – defining needs and prioritizing wants; leveraging goals that are shared by the entire community (after all, it's not just facilities managers who don't want anything to go "bump in the night"); and being flexible about how things get done. The way things have always been done may no longer be the most effective approach.

To get what you need from employees, Alan suggests providing tools to help staff take pride in – and ownership of – their jobs. These can include language classes or support as they earn their high school diplomas. He explains, "We need to spend more time educating employees, letting them know we value them because we are asking fewer people to do more." Employees who are invested in their jobs are the experts who will find better ways to get the job done.

"Leadership exists at all levels of an organization," states David McCuiston, Custodial Supervisor

with the Mukilteo School District. Too often, managers and leaders are not the same. Managers are often disconnected from the day-to-day rigors of doing a job. In contrast, leaders work alongside team members so they understand their challenges. Further,

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Learn to be successfully lean.

*Bob Cowan
Director of Facilities Engineering
Fred Hutchinson Cancer
Research Center*

”

leaders rely on team members' insights to find solutions. This style of leadership – called *Servant Leadership* – involves team members in decision-making and is strongly based on treating others in an ethical and caring way. Because these leaders do not ask team members to do anything they couldn't – or wouldn't – do themselves, they show their respect for team members and

Continued on page 5

“



By sharing information and resources, we create synergy, which allows us to do more with less.

*Alan Bigger, APPA Fellow,
Former Director of
Building Services,
University of Notre Dame*

”

allow them to solve problems using their unique skill sets and experiences.

Maintain a consistency of purpose regardless of economic realities

John Lee, Director of the Washington State Department of Veterans Affairs, encourages leaders to avoid joining the chorus of people who feel sorry for themselves when times are tough. Instead, he says, “Spend your energy uplifting the people who help us get the job done.” This may sound easy, but it takes discipline to change behavior. But

the effort will be worth it; cultivating good relationships helps your team become lean and flexible to meet changing demands. And when you have found a better way of doing things, John adds, “Don’t be shy about highlighting what you’re doing right.” We should all be learning from each other’s successes.

Budget cuts sometimes force us to make better decisions, says Bob Cowan, Director of Facilities Engineering at the Fred Hutchinson Cancer Research Center. But this is not as simple as cutting staff. Learn how to cut the fat (and probably some muscle, too) while still giving your team what it needs to meet the needs of customers, pass inspections, and, if you can, win some awards.

We learn from each other when we respect each other

You never know who will come up with a winning idea. Effective leaders encourage employees to contribute to the team’s success. “People want to contribute. They need to feel permitted to do it,” says Gene Woodard, Director of the Custodial Division at the University of Washington.

Gene insists that “Every interaction counts” when he is building a team that acknowledges – and values – the unique perspectives of its members. “Diversity brings a richness that a lot of people don’t get to enjoy,” Gene explains. “The greatest enjoyment I’ve found in this position is the opportunity to work with wonderful people from all over the world.”

Be the cheese

Don’t waste time trying to determine what facilities management will look like in five years. Instead, do your best to learn, adapt, and value each other’s unique take on a problem. Change is here, and more is coming. Be the cheese; unite your team with solid values so your team can thrive in times of change. ✖

“



Leading with a sense of humility is a trait of great value in tough times.

*Gene Woodard, Director
Custodial Division
University of Washington*

”

Savings

Continued from page 3

your Consortium your wish list. There are numerous opportunities to acquire useful items that are in good shape ranging from free to cheap.

David Johnson, Orcas Island School District facilities manager, adds, "This is government at its finest. We are constantly using the Consortium. It just makes good business sense."

Contact Consortium staff, 360-956-2057, or email plantops@energy.wsu.edu to find out more about equipment opportunities. ✖

Steps to using the Consortium's equipment brokering and locating services

If you need equipment/materials:

1. Call us to find out if you're a member, if unsure.
2. Assuming you're a member, tell us your needs; parameters, including budget and when the item(s) is needed; and how you'd like us to handle it.

If you have equipment/materials to offer to other Consortium members:

1. Ensure you have vetted the surplus availability through your internal surplus decision makers.
2. Call us.
3. Let us know what item(s) you have, whether they're free or whether you want compensation.
4. Let us know how/when the item(s) can be picked up, as well as what tools are needed by the receiver to load/dismantle the item.
5. Provide us with whatever specifications about the item(s) and photos you have to share.



David Johnson of the Orcas Island School District shows off music stands he received for free.

Notes

Continued from page 2

time. "We're very happy with the result," said Sam Knutson, DOL administrator. "It was an unexpected pleasure to learn all the things that the WSU Energy Program can do. You delivered!" We thank John for his pinch-hitting on a high-profile project of such enduring value.

That's what's possible with cooperation and highly motivated professionals intent on making good things happen. It's the primary reason why we love supporting all of you and your varied operations. You're worth the effort. And, our respective stakeholders win... big time!

Have a safe and happy summer. ✖

Bob

Shared RCMs Showcase Savings in Washington State

By Melinda T. Spencer, WSU Contributing Writer

To help public agencies improve energy efficiency, the Washington State University (WSU) Extension Energy Program and the Washington State Department of Commerce created the Shared Resource Conservation Manager (RCM) Program with funds from the American Recovery and Reinvestment Act.

This program has encouraged 39 public agencies in seven locales across Washington – including cities, counties, public school districts, and ports – to team up to save energy and resources. This mutual commitment has helped create seven Shared RCM positions across the state. An existing program in Skagit County, which has also received assistance from the Shared RCM Program, is helping the other locales with the benefit of their experience.

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Energy efficiency is our cheapest resource – cheaper than buying power from any other source.

Mike Weedall,
Vice President
of Energy Efficiency,
Bonneville Power
Administration

*(Speaking at the 2011
Energy/Facilities Conference)*

”

Shared RCMs solve problems, save money and free up staff time

Washington's Shared RCMs assess, track and analyze the resources used in facilities that are owned and operated by public agencies. The program is still young, but the Shared RCMs have already helped the agencies reduce energy and water use, solid waste expenses and pollution. Here's a sample of what three of these Shared RCMs are doing.

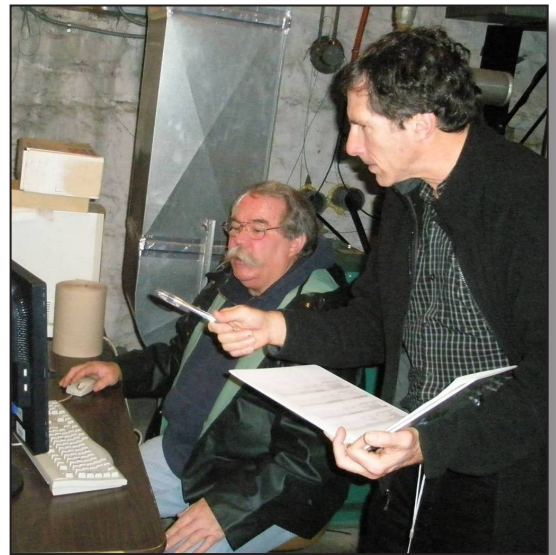
Public library saves about \$2,300 in heating and cooling costs in one year

Equipped with energy usage interval data recorded at the Burlington Public Library, Ric Boge – Shared RCM for nine agencies in Skagit County – spotted a spike in energy use that occurred at 4 a.m. every day. This spike caused high demand charges, which are expensive.

When the facility manager scaled back early morning startup of the library's heating and cooling systems, demand charges dropped, usage dropped and the library saved about \$2,300 in one year.

School district on track to save \$9,600 in heating costs per year

Brian Goldstein – Shared RCM for five agencies in Jefferson County – learned that the Chimacum School District computer-based control system was managed by a contractor. Using Energy Interval



Brian Goldstein, Shared RCM for five agencies in Jefferson County, working with Russ Hendricks, facilities manager at Fort Worden State Park.

Service (provided by Puget Sound Energy), he then found that the contractor had not entered holiday schedules in the system so the schools continued to be heated even during school breaks.

Brian recommended that the contractor train the school operations staff to enter holidays into the control system, beginning with spring break in March 2011. The impact was immediate. By adjusting the building heating schedules, the school district saved 4,200 kWh per day, which equals \$2,000 saved during spring break!

Now that the operations staff is adjusting the heating schedule for all school-year vacations, Brian estimates that the school district will save \$9,600 per year.

See **RCMs** on page 8

RCMs*Continued from page 7***Fort Worden State Park cuts heating time of rental homes nearly in half**

Brian also reports success at Fort Worden State Park. When houses there are rented, facilities staff had been instructed to turn the furnaces on at midnight so the houses would be warm by the 3 p.m. check-in time. When Brian used data loggers to measure the temperature in the rental houses, he found that it took only 8 hours – not 15 hours – to warm the houses.

By starting the furnace at 6 a.m. instead of midnight, staff found that they could dramatically reduce energy use without com-

promising the comfort of the occupants.

School district saves over 200,000 gallons of water per year

During a walkthrough of a 1980s-era elementary school of the Sumner School District, Jay Donnaway – Shared RCM for four organizations in Pierce County – heard urinals flushing even though the school was empty. When the school was built, the urinals were programmed to flush automatically every few minutes all day, all night, all year – and this had been going on for nearly 25 years!

Jay worked with school staff to re-program the flushing mechanism so it is in sync with the

school schedule, which means urinals don't keep flushing when the building is unoccupied. He calculated that the urinals flushed unnecessarily for 5,610 hours per year, wasting 201,960 gallons of water per year and incurring costly sewer charges. In addition to eliminating unnecessary wear on the equipment, the school district now has an extra \$1,162 per year to spend on more important things.

For more information

More information about the Shared RCM Program is available on the WSU Extension Energy Program's RCM Network website: <http://www.energy.wsu.edu/PublicFacilitiesSupport/ResourceConservation.aspx>. ✂

Consortium Members**K-12 Schools**

Bridgeport
Camas
Centralia
Chehalis
Chilliwack, BC
Colville
Coquitlam, BC
Delta, BC
Eatonville
Enumclaw
ESD 101
ESD 114
ESD 121
Federal Way
Highline
Hoquiam
Inchelium
LaCrosse
Marysville
McCleary
Medical Lake
Mission, BC
Moses Lake
Mukilteo
Nine Mile Falls
Oak Harbor
Odessa
Okanagan Skaha, BC
Olympia

Orcas Island
Orondo
Peninsula
Port Angeles
Port Townsend
Portland, OR
Reardan-Edwall
Renton
Saanich, BC
San Juan Island
Selah
Selkirk
Shoreline
Snohomish
South Kitsap
Surrey, BC
Wenatchee
White River
Wishkah Valley
Yakima

Universities/Colleges

Big Bend Community College
Clark College
Community Colleges of Spokane
Everett Community College

Grays Harbor College
Highline Community College
North Seattle Community College
Olympic College
Pierce College
Seattle Central Community College
South Puget Sound Community College
The Evergreen State College
Washington State University Extension Energy Program
Wenatchee Valley College

Municipalities

City of Centralia
City of Des Moines
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
Cowlitz County PUD #1
Grays Harbor Public Development Authority
Jefferson County
King County Department of Executive Services
Lakehaven Utility District
Lewis County
Pierce County Library System
Pierce Transit
Skamania County
Snohomish County
Tacoma-Pierce County Health Department
Thurston County
Whatcom County

States/Tribal/Misc.

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

Washington State Agencies

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

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