



STATE FACILITIES QUARTERLY

"Provide and protect public assets"

Official Newsletter of the National Association of State Facilities Administrators
An organization of planning, development, operations and maintenance officials

Spring 1998

Privatization Has Impacted Many Departments in Georgia

Privatization of state government services made news again in Georgia recently when the Stone Mountain Memorial Association gave the nod to Silver Dollar City, Inc., from Branson, Missouri, for the operation of commercial activities in the park. They will manage the overall lease and are responsible for all retail operations, special events and all current and future attractions. Four partners make up a consortium that will be running the park. Besides Silver Dollar City, the Marriott Corporation will be responsible for lodging, golf and tennis. Zoo Atlanta will develop an EcoCenter and manage the Wildlife Preserve and Petting Farm. The fourth member of the consortium is the Stone Mountain Memorial Association. They will maintain the natural district, control parking and tram prices, and approve any future development. "Of former Stone Mountain state employees, 83 per cent are still working within the consortium at the park" according to Jack Morris, Silver Dollar City's public relations director. Morris himself was one such employee with more than 13 years with the association. "All employees are going through extensive professional and motivational training to become proactive in assuring guests enjoy their visit to the park" said Morris.

One might wonder, why open up to the private sector at all? One answer - and it goes for many of the operations turned private - is that the state should not be in a particular kind of business. For example, should the state be running a resort like Stone Mountain or Lake Lanier Islands? A major reason for privatization in this case was that needed long term park improvements will cost millions of dollars. This revenue will now be provided from private funds, not the state of Georgia. There are many, many angles from which to look at the decisions being made.

Forrest Burson, director of the Office of Adoptions says "absolutely no social service worker jobs were lost because of privatization and we have doubled the number of licensed adoption agencies under contract with us. Their mission is to develop and implement an efficient, quality, out-come based program that will focus on the development of private, licensed agencies as resources, and identify and eliminate barriers to adoption. All of this will serve to reduce the case load of state workers while at the same time, giving more and better services. In using both private and state case workers, a partnership has

developed that allows for sharing of ideas and community resources. As a result of this collaboration, 83 more children were placed this year over this same time last year."

Meanwhile, over at the Georgia Building Authority, the folks who are responsible for security, maintenance, grounds keeping, food services, recycling and housekeeping, have outsourced services - some to supplement current services, or to streamline operations and to help free up employees for more pressing duties. It allows them to "flex and focus as needed" says Julie Kerlin, authority public relations coordinator. Some of the things outsourced have been custodial and maintenance work (all these employees were reassigned within the department), as well as carpet laying, major or large renovations, and some painting. Reductions in staff reflect privatization as well as attrition, downsizing and redirects. Kerlin also said there are instances where, upon evaluation, outsourcing was not economically sound and was not done.

Even with the loss of some jobs at the Department of Corrections, the news is good. Three new prisons are being built by private sector companies in southeast Georgia. They will be owned and operated privately and will be under contract with the state to provide prison services. "No state jobs were lost here and hundreds of new jobs will be created in the communities where these prisons are being built" said Michael Light, information officer for the department. There was a call

Continued on page 7

A Look Inside . . .

Corporate Affiliate Spotlight	pg. 3
Washington Multi-Services	pg. 4
Commissioning Survey Results	pg. 6
Committee Chair's Corner	pg. 7

This issue's Focus Section:
Preventative/Planned Maintenance



PRESIDENT'S LETTER

June 27 will be here soon and I hope to see each of you in Scottsdale, Arizona for our national conference and exhibit show. The conference program is out and we hope to have good attendance. One of the parts of NASFA that has been most helpful to me and my staff has been the ability to call people we meet at NASFA conferences and discuss problems and solutions. We have found that other states have been very creative in finding solutions to problems that are common to all of us.

Another great benefit of attending the NASFA conference is to meet the staff who edit this newsletter, the home page and provide so much information to us. It is nice to put faces with voices and I believe that you will agree that we have a great staff. Join me in thanking them for another great year when you

see or talk to them.

I wish to thank all of the executive committee members for the work they have done this year and most of them have been active for several years. Most organizations like NASFA have committees and chairs who do the work. The President gets to share in their glory. Thank you.

Remember, this is your organization. You will only get out of it what you put into it. Come join us in Arizona and let's get off to a great new year.

A handwritten signature in blue ink that reads "Luther C. Lewis, Jr." The signature is written in a cursive style.

Luther C. Lewis, Jr., (GA)
NASFA President

ASSOCIATION NEWS

NASFA Staff Changes

Kim Kinser, NASFA program assistant, left the Council of State Governments effective March 27. Kim accepted a position with a public relations and advertising company in Lexington, Kentucky. She has a degree in public relations from Western Kentucky University and her new position will provide her with an excellent opportunity to pursue her long-term career interests.

Kim had been with CSG since March of 1997 and had worked on various NASFA activities and projects. She was a tremendous asset to NASFA and her experience and enthusiasm will be sorely missed. A replacement for Kim should be on board by June 1.

New West Vice President is Named

Larry Osgood, P.E., administrator for the Idaho Division of Public Works, was recently elected as NASFA's Vice President for the West region. The Division of Public Works (DPW), a division within the Idaho Department of Administration, is responsible for the design and construction of state buildings for the various state agencies and higher education institutions. DPW also is responsible for all state leasing and the maintenance and operation of state office buildings in the Capitol Mall, Lewiston, and Idaho Falls.

Larry is a registered professional engineer. Prior to joining the state work force, he was a partner in a consulting engineering firm for almost twenty years. His primary outside activity is bass fishing. He recently celebrated his 39th wedding anniversary with his wife Linda. They have two children and four grandchildren.

NASFA Membership Changes

Tim Brand, general manager for Arizona's Construction Services is the new host state chairman for this year's annual conference and trade show to be held in Scottsdale, Arizona.

In Maine, **Barry Cote** is the acting Superintendent of Buildings, replacing **Richard Davis**, who retired in December, 1997.

Shelby Lucero has replaced **Joan "Jody" Hooper** as the director of the Division of Building Services in New Mexico.

In North Dakota, **Greg Larson** is no longer the director of the Division of Facility Management, and his replacement has not yet been named.

CORPORATE AFFILIATE SPOTLIGHT

NASFA welcomes its newest affiliate members to the organization

REDICHECK Associates

REDICHECK is an interdisciplinary coordination quality control process. A REDICHECK review of construction documents discovers and records inconsistencies, errors, and omissions between different design disciplines resulting in substantial savings in construction change orders and delays.

The REDICHECK system was developed in 1981 by William T. Nigro, AIA. Mr. Nigro introduced the system to architects and engineers throughout the United States through

personally conducted seminars, lectures and training classes. The system has been adopted for use in professional design firms throughout the United States and is recognized by the American Institute of Architects and the American Consulting Engineers Council.

REDICHECK Associates is an affiliation of four associate firms located in the continental United States and authorized to market and perform independent reviews based on the REDICHECK system. With a staff of senior architects, engineers and design professionals, the college and university systems throughout the United States. Through 1997, REDICHECK Associates has performed this service on a variety of institutional projects with a total construction cost exceeding \$3 billion.

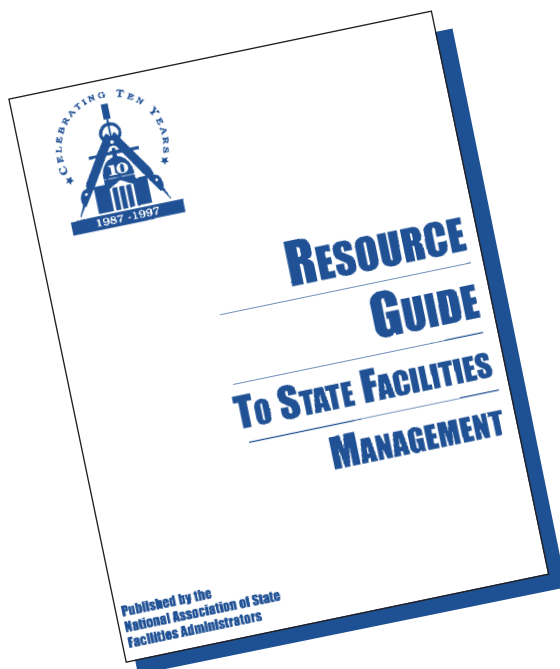
For more information contact Russell Molpus, AIA at (404) 352-8772.

The wait is over ...

NASFA's

Resource Guide To State Facilities Management

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Be the first on your block to own a copy of this new publication containing information on state facilities administration policies and procedures for professional design services, construction contracting procurement, and building operations and maintenance. All for just \$50 a copy!

**FOR MORE INFORMATION OR TO ORDER YOUR COPY OF THE RESOURCE GUIDE FOR \$50,
CALL the NASFA staff at (606) 244-8184
or see our website at <<http://www.csg.org/nasfa.html>>**

Washington State Facility Team Adds Meaning to “Multi-Service”

A close-up of a “winning crew”

By Duncan Crump, Assets Manager, Division of Property Development

The Northern State Multi-Service Center (NSMSC) in Sedro-Woolley, near Bellingham Washington is abuzz with activity. The once sleepy, 1912-era mental health campus is now truly “multi-service,” and host to three state substance abuse treatment programs sponsored by Washington’s Department of Social and Health Services (DSHS); a federal Job Corps program; multi-county agencies (Housing Authority, Community Mental Health and the Regional Support Network); the Military Department; the Puget Sound Water Quality Action Team and Natural Resources tenants.

Today, more than 35 buildings are occupied and three more are being investigated for renovation possibilities. The Washington State Department of General Administration (GA) is charged with responsibility for the campus. Dan Singleton, acting facility manager, leads a crew of 12 journey and sub-journey level professionals at the center.

“Maintaining ancient or recently-remodeled facilities with multi-tenants here at NSMSC is certainly a challenge,” said Singleton. “It helps that our crew is customer-oriented and proficient... we tend to help one another with our daily tasks.”

General Administration is emphasizing two major facility-related initiatives. The first — asbestos abatement and demolition of unsalvageable buildings — will be completed within three years. It eliminates the last of the campus’ asbestos hazards and creates new building sites with all utilities immediately available. This abatement program has been undertaken in cooperation with the Department of Corrections Correctional Industries Program. By using inmate abatement/demolition crews, GA has saved over \$5 million to date and accelerated the program. The venture earned a 1997 NASFA Innovation Award honorary mention.

The second major effort is repair and upgrade of campus infrastructure to support both current and future new tenants. The campus electrical loop upgrade was completed in early 1997, providing expansion capacity for new facilities and tenants. A major upgrade of water, storm water and sanitary sewer systems continues this biennium. In conjunction with a Job Corps project, General Administration is extending a new fiber-optic network across the campus to connect all buildings to a central fire alarm system and provide for increased computer access.

The facility professionals of NSMSC have just finished a central steamplant upgrade, replacing two 1955 vintage boilers with energy efficient units that will save \$50,000 per year in gas charges. A parallel energy project has upgraded all lighting to energy efficient units and has properly sized motors. An energy management system is being extended to all major buildings allowing automated control from the central steamplant. The \$790,000 energy project completely pays for itself through energy savings.

“We have to pursue every avenue available to maximize our limited staff and aged facilities,” said John Wiggins, acting crew supervisor. “The efficiencies we’ve realized through the energy project will save us thousands of dollars and hundreds of hours in saved labor.”

Following a Washington/Oregon settlement with a major manufacturer of windows, NSMSC received 80 new, custom-built window units at no cost. The Plant Operations Support consortium distributed the windows.

“The Plant Operations Support Network has contributed to both our energy efficiency and our facility upgrades at the center,” said Duncan Crump, Assets Manager for GA’s Division of Property Development. “These and other program offerings assist us in maintaining the hectic pace of facility support at NSMSC.”

NSMSC is also studying renovation of three historic campus buildings for prospective tenants. The 112,000 square foot Denny Building and the 13,000 square foot Trevennen Hall are both attracting interest from agencies supporting at-risk clients, the historic function on the campus. In addition, GA hopes to restore the beautiful 1917 Theatre building as a central meeting facility for all tenants and area government agencies for training and conferences.

A final project in initial stages is the design and construction planning for a new visitor center/security building for the campus. An innovative approach is being developed under which GA will provide design and materials and tenant units will provide actual site and building construction. This example of the growing teamwork between and among tenants and GA will be a showcase in which all NSMSC agencies can take pride.

Scheduled for surplus/disposal as recently as 1991, the NSMSC campus is now “on the move” said Crump.

“The NSMSC staff is looking forward with pride to a bright future,” said Singleton. “Expanded treatment and training programs, blended with new construction and restoration are a great combination made possible by the performance of a winning crew.”

Energy Efficiency is the Low Cost Key to Reducing Environmental Emissions While Increasing Employment and Economic Activity

Results of the final Wisconsin Greenhouse Gas Emission Reduction Study Report were released in March, 1998. The report is entitled “The Economic and Greenhouse Gas Emission Impacts of Electric Energy Efficiency Investments: A Wisconsin Case Study” and shows the jobs and economic activity benefits for Wisconsin of using increased energy efficiency to reduce greenhouse gas emissions. The development of this case study for Wisconsin was funded by the Department of Energy (DOE) Energy Fitness Program which is part of the Rebuild America Program at the US Department of Energy. The DOE Energy Fitness Program supports the increased delivery of energy efficiency by energy service companies.

The economic impact case study for Wisconsin shows that implementing cost-effective energy efficiency technologies in Wisconsin would by 2010:

- Create 8,500 new jobs.
- Increase disposable income by \$490 million dollars.
- Increase gross state product by \$41 million dollars.
- Reduce Wisconsin's greenhouse gas emission by 7.7 million tons in 2010, which is 21 percent of the amount needed to reduce greenhouse gas emissions to their 1990 level.
- Reduce projected statewide electricity use in Wisconsin by more than 9 million megawatt hours in 2010. This is equivalent to displacing the electricity generated from five 265 megawatt power plants or consumed annually by over one million households.

- Reduce the need for electric generation capacity additions by more than 1300 megawatts.
- Decrease energy and operating expenditures by \$4.44 billion between 1997 and 2010. Given the investment of \$1.75 billion needed to install the period, this amounts to a total net savings of \$2.9 billion or a benefit-cost ratio of 2.7.

For more information visit the DOE Energy Fitness Program web site at <http://www.ornl.gov/efp> or contact Michael Arny, Chair, Green-house Gas Emission Reduction Study Steering Committee at 608-255-0988 or email at michaelarny@leonardoacademy.org.



11th Annual Conference and Trade Show Scottsdale, Arizona June 27 - July 1, 1998

***Be sure to check out the NASFA web site at
<<http://www.csg.org/nasfa.html>> for all the latest information on
the 11th Annual Conference and Trade Show in Scottsdale, Arizona.***

There you will find up-to-date preliminary attendance list, exhibitors, hotel and travel information, the conference program, guest/spouse activities and registrations forms.

The Commissioning Survey Results are In.....

Recently George Butler Associates Inc., prepared and mailed a survey on commissioning to all NASFA members. The results have been compiled and their commentary on the results is below:

1. 481 surveys were mailed to all 50 states plus Saipan, Samoa, Guam, Puerto Rico, Virgin Islands, and the District of Columbia.
2. George Butler Associates, Inc. received 112 completed surveys, for a response rate of 23%.
3. Completed responses were received from 38 of the 50 states and from 3 of the 5 U.S. Territories.
4. From the 38 states that participated, all but 9 indicated they had some basic knowledge of commissioning.
5. 19 of the 38 states that participated indicated that they had performed some form of commissioning during the past year. All nineteen of those states indicated that they planned to perform at least some commissioning in 1998.
6. There were four states that indicated that they had not performed any commissioning in '97, but that they planned to perform some commissioning in '98.
7. The Northwest states all indicated they were performing some commissioning. This included Alaska, Washington, Oregon, Idaho and Montana.
8. The Central Midwest all indicated that they either had performed commissioning or would be performing commissioning in '98. This included Colorado, Kansas, Missouri, Nebraska, and Oklahoma.
9. States in the Southeast that indicated they are performing commissioning included Georgia, Florida, Tennessee, and Arkansas.
10. Other states that indicated they were either performing commissioning, or planned to do some commissioning in '98 included Utah, Nevada, Minnesota, Virginia, New York, Maine, Rhode Island, Vermont, and New Hampshire.
11. There was general agreement that more information and definitions on commissioning were wanted by the respondents, including case studies.
12. There was general agreement that the commissioning agent should be contracted directly to the Owner.
13. Over 75% of the respondents indicated that the Test, Adjust, and Balance (TAB) services were performed by the commissioning agent at least some of the time.
14. There was no general agreement on the cost of commissioning. The majority of the respondents indicated that up to 1% should be budgeted for the design A/E and the contractor, up to 2% should be budgeted for the commissioning agent during the design phase, and up to 2% should be budgeted for the commissioning agent during the construction phase.
15. The majority of the respondents also indicated that the project was better as a result of the commissioning process. This included reducing the construction issues, improving the building comfort, reducing the warranty callbacks, reducing the maintenance calls, improved maintenance staff training, and improved O&M manuals.
16. The majority of the respondents felt that virtually all of the mechanical and electrical systems should be commissioned, with some respondents desiring that the building shell also be commissioned.
17. Funding was indicated as the biggest obstacle to providing commissioning. Lack of measurable benefits was the second biggest obstacle, followed by education and understanding what commissioning is, and finally the availability of qualified commissioning agents. Rankings were determined by a weighted average of the responses.

The full results of the survey can be found in the "Issues & Topics" area of NASFA's web site located at <http://www.csg.org/nasfa.html>.

George Butler Associates, Inc. wants to thank all the participants for their time and effort. For more information about the survey results or commissioning, contact one of the following individuals:

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Committee Chair's Corner

Do you have the same problem that I do? Whenever the subject of newsletter articles or innovations comes up, I scratch my head and try to come up with the last grandiose project that was a major success. Unfortunately, those are few and far between. The majority of the projects that I've been involved with have been marginally successful, have partially failed or have just plain failed miserably. That makes me sound like a really poor manager that Luther Lewis (GA) really ought to just run off. Sometimes, I think he ought to.

But you know something, my successes are not what have really made me what I am. When you mess up, you learn from it. If you don't you really have messed up. My father used to tell me that I never failed unless I failed to learn from my failures. He's a wise old man.

What have you learned from your failures? More importantly, what have others learned. Marcia Stone, NASFA staff, and I were talking recently about the Innovations Award and what things should be submitted. We always think about

those projects that were major successes and I guess those ARE the ones that should receive the awards. But what about those projects that didn't quite work or that failed miserably?

Isaac Newton once said something like "If I have succeeded, it's because I have stood on the shoulders of giants." Well, he stood on the shoulders of midgets, too. Edison had some huge number of failures before inventing the light bulb. If I'm not mistaken, Babe Ruth still holds the record for strikeouts. So what's the point of this whole discussion?

I think we really ought to start a new section in the newsletter. We ought to call it "Don't Do This!" Folks could write up an article about what went wrong on their last project or what's going wrong right now. Then maybe others wouldn't have to make the same mistakes over and over again. If we do it right, we won't have to make the same mistake the first time.



*Lamar Holland (GA)
NASFA Communications
Committee Chair*

Georgia Privatization

Continued from page 1

for proposals for transitional and diversion center services. Through RFP's (request for proposal), the department found out that they were already doing the best job at the lowest price. Nothing was privatized or outsourced. Again, no jobs were lost.

Teachers working for the department, however, did not fare as well. Two hundred thirty-five full time positions were eliminated. Two things influencing this loss were downsizing and the implementation of new distance learning technologies according to a department spokesperson. So, there are budgetary and technology factors, not just privatization affecting decisions. Teaching positions are now part-time, many of which were filled with previous employees. Also, inmate legal services had been contracted through the University of Georgia and now are under contract to a private law group.

Clyde Manning, director of privatization at the Office of Planning and Budget, says much of the fear about privatization is unfounded. As he explained it, every project is analyzed. This internal scrutiny allows management to fine tune the overall efficiency of their departments.

"The object is never to outsource or privatize if the project already meets objectives in the best manner and at the best

cost." Some decisions will be made that look like privatization. On closer inspection, the decision may be based on any number of factors, such as budget cuts or because of a shift in the way services are delivered. Each project will have its own litmus test and each will draw much attention. Some jobs may be lost. Change is not always easy. It is a sign of the times in government and business.

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State Facilities Quarterly

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The objective of the State Facilities Quarterly newsletter is to provide a broad perspective on issues affecting all aspects of state facilities management. Your ideas and topic suggestions are welcome at all times and will be invaluable to other state facilities managers. Please send information about studies, new projects, legislation, etc. to:

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The National Association of State Facilities Administrators is an organization which brings together state officials involved in the planning, development, operations and maintenance of state facilities. The association was formed in 1987 to provide a forum for sharing information on effective facility administration, as well as for the sharing of problems and solutions with peers on a national level.

Any state is eligible for membership in NASFA. Annual dues entitles your state to select the individuals you want to be involved with the association. All facility administration personnel can access the information network, receive the newsletter and other mailings, and attend the association's annual meeting. Many states have elected to divide the membership fee among several departments interested in active membership.

If you are interested in obtaining more information about NASFA, contact NASFA Staff, The Council of State Governments, 2760 Research Park Drive, P.O. Box 11910, Lexington, KY 40578-1910, (606) 244-8181

Attention States!!

Share your good ideas with your colleagues in the summer issue of *State Facilities Quarterly*.

The deadline is July 17, 1998.

Contact Marcia Stone at (606) 244-8181 or e-mail her at mstone@csg.org for more details.

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PREVENTATIVE/PLANNED MAINTENANCE

Spring 1998

Searching for the 'Grail' of Maintenance Management Systems

Washington State's Department of Social and Health Services validates assessment, selection process

By Bob MacKenzie, Manager Plant Operations Support, Washington State Department of General Services

The Arthurian knights legendary search for the Holy Grail might pale in comparison to a modern day quest for the ultimate computerized maintenance management system (CMMS). Thomas Publishing Company's 1997 *CMMS Directory and Comparison Guide* lists some 204 separate software packages dedicated to facilities maintenance and asset management. Compounding facility managers' confusion, besides the sheer number of systems on the market, are the varied functions touted by well-toned marketers and high-end, power-packed demonstrators. Many Washington State Plant Operations Support consortium members face a daunting task as their organizations approach the new millennium and are forced to do "more with less."

John Reynolds, director of Lands and Buildings Division in the state's Department of Social and Health Services (DSHS), charged his staff in July 1997 with finding a full capability, user friendly replacement for the department's aging FM-1 system. The mission proved to be something akin to a quest for the "Grail" of CMMS, especially considering the system would serve the department's 15 major institutions in Washington State.

"The need for a fully-functioning, automated facility management system was never in question," said Reynolds. "The challenge was to solicit input from the field, heed the advice of plant managers that will use the system, assemble a top-notch assessment task force, and put every candidate system through a tough evaluation process – all in a finite period of time, with limited financial resources."

Mark Crossen was chosen to serve as "lead" for the arduous process, and would double as the division's first information services manager. Crossen's background in construction, maintenance and automation systems, as well as fiscal and property management credentials, made him an ideal choice.

"It was quickly obvious that we had a real tough job ahead of us," said Crossen. "The only way we were going to be successful was to incorporate the users' needs into a select list of criteria, implement a comprehensive assessment process and validate a vendor's claims of system performance and capability."

Laying the Foundation

The DSHS approach was to establish "baseline criteria" and an evaluation scoring process that would put candidate programs through their paces. Local needs requests and other system-

specific questions were forwarded to the plant managers in the field, and their responses synthesized.

The next step was to bring the department's plant and business managers in from the field in September 1997 for an all-day workshop in Olympia that would capture their collective experiences and recommendations, refine their needs and establish scoring criteria.

Critical Elements Identified

The workshop provided the setting for the operators and business managers to identify what criteria would be used in the assessment process. Most had been seasoned by years of operating the FM-1 system and other programs and brought those experiences to the table.

The process provided staff the opportunity to "properly explain to users and executives what a system can and cannot do," said Crossen. "We also identified what staff requirements would be needed for an effective system."

The group quickly agreed the system would have to answer some common sense, operationally savvy questions like:

- Does it tell us where our resources are going?
- Is it simple?
- Does it schedule preventive maintenance?

Then, the group agreed on more specific, tailored criteria including:

- How does the candidate system mitigate risks?
- What is the depth and reputation of the CMMS vendor?

"Was the company a \$50 million publicly traded, bluechip organization with a hefty client load, or a newly-created entity operating on a shoestring?" said Crossen. "We wanted to ensure any vendor selected would have the resources to follow through with the system implementation."

Finally, was the language and database engine proprietary or would it be "open" and compatible with other DSHS systems? Specifically, the system must be able to share information, to link recording, payroll and other functions in a common platform (DSHS uses a *Microsoft Shared Sequel* server). Crossen said the final criteria were "absolutely critical to the ultimate success of the system."

- Is it user friendly?
- Does the system contain a minimum number of screens, with controls within screens?
- Does it take a minimum number of steps to get the job done?

Task force composition, objectives

Composition of a 14-person assessment task force reflected DSHS commitment to field a practical, full-functioning system. Twelve plant managers or their representatives and two personnel from the department's information services section studied proposals and participated in the "live," all-day evaluation of finalists.

“Any new program [the task force recommended] would have to be very impressive for the needed mind-change by all staff involved,” said Crawford. “The selected system will be very beneficial for its ‘history’ and options available, but it must be ‘friendly’ to the plant managers.”

Task force avoided “re-inventing the wheel”

The assessment task force had contacted the Plant Operations Support program to obtain as much feedback as possible to flesh out their evaluation. More than 85 responses were received by Crossen’s team via e-mail or by FAX from points as far as Queensland, Australia.

Crossen and the task force were determined to avoid “re-inventing the wheel,” and chose instead to study best practices and lesson learned from research provided by the Plant Operations Support program and other sources.

“Put the candidate systems to the test”

The final four candidate systems were put through a grueling all-day “live” exercise by the assessment team at Western State Hospital in Stellicoom. The team “set-up for business” in an old computer training room. Workstations were provided for all 14 members and a dedicated server installed for the hands-on component of the assessment.

Most vendor presenters were not used to such a hands-on evaluation environment, Crossen said. Many had pre-packaged, multimedia shows to ‘explain and define their product.’

Plant managers and information services staffers on the task force were able to evaluate if a program component was “user friendly.” They shared their hands-on experiences, discussed pros and cons, likes and dislikes.

The “live” assessment process eliminated all but two contenders: Span-FM and DataStream. Requests for Proposals were forwarded to the final two contenders and were being reviewed at press time.

Implementation

The implementation strategy of the DSHS leadership is likewise based on experience and operational savvy. The selected vendor will sign a performance contract. They will have 90 days to “get the system up and properly functioning at one DSHS major facility,” said Crossen.

The vendor also will supply software to other DSHS sites to enable facility staff to begin the onerous process of inventory and preparation. Studies have shown that many CMMS systems fail to live up to their marketing or potential because the recipients had an incomplete or inaccurate inventory system and little or no preventive maintenance data.

Unlike previous system fieldings, this time the process will be centrally located at the Lands and Building Division, DSHS headquarters in Olympia. User facilities will be connected to the central system by way of a departmental wide area access Intranet. The division staff had found it takes one FTE per site to properly maintain the system if operating independently. Centralization reduces the overall FTE requirements.

“Centralization will maximize information systems support at headquarters and focus our assets at one point,” said Director John Reynolds. “We simply can’t afford the FTEs required to support independent systems, and we have the technology at headquarters necessary to provide responsive support to the field.”

The staff of DSHS’s Lands and Building Division may not

have found the Holy Grail, but they are convinced they have found an effective maintenance management system to support the tough challenges ahead. The real test will come in the months ahead, as plant managers aggressively tackle inventory, staff training and system familiarization –simultaneously!

Washington Port “up and running” with new automated maintenance system

Four Winds Group a winner following comprehensive screening, selection process

By Susan Herrick, Information Systems Coordinator, Port of Anacortes

Facility maintenance professionals at the Port of Anacortes in Washington State are implementing an innovative automated maintenance management system, also called a Maintenance Planning System. The decision to proceed with an automated maintenance management system resulted in a comprehensive assessment, selection and implementation process.

Port staff began by outlining the scope of the project through a Project Charter. Stakeholders who might be affected by the system were defined and included in the assessment process. These groups were asked to participate by clarifying what they wanted the system to do and not do; the actual requirements they needed the system to perform. The charter also defined the roles and responsibilities for the stakeholders, so a clear understanding was in place before the process moved to software selection.

A steering committee was created to keep the project on track and resolve any issues that arose. The committee also established business procedures for staff utilizing the system. After analyzing more than a dozen software applications, port staff chose the Maintenance Productivity Enhancement Tool (MPET) available from the Four Winds Group, headquartered in San Diego.

“Since we had no automated system prior to this and the manual system was very informal - basically handling each crisis as it developed - a large part of the implementation has been focused on setting up preventative maintenance tasks and defining procedures in the new system,” said Bob Elsner, port maintenance director. “When fully implemented, we expect to have work requests generated by any port staff.”

The maintenance supervisor or lead technician will approve and schedule the work. The maintenance staff will meet periodically to review work order status and completion. Completed work orders will be posted as “history,” along with all corrective work orders and emergency tasks.

“We targeted January 1998 to be up and running with work requests coming from port directors and managers with the maintenance supervisor managing the schedule of work orders to be done,” said Susan Herrick, port information systems analyst. “We are on track with our marina and airport director, as well as the projects and facilities department using the system, with the marine terminal department scheduled for training in April.”

For more information on the Port of Anacortes assessment and implantation process, contact Susan Herrick on the Internet at Herrick@Fidalgo.Net or by voice (360) 299-1838.

Preventative Maintenance in Missouri

Steve Bode, Building Manager, Division of Facilities Management, State of Missouri

Missouri's Division of Facilities Management has been utilizing a preventative maintenance program of one kind or another for well over a decade.

Currently, there is "a strong light at the end of our tunnel." In the past, we have sometimes taken turns in that preventative maintenance tunnel without first making sure that "all of our flashlight batteries were fully charged." Instead of bragging about how we have reduced our time for trouble calls, I want to use the remainder of this article to explain a very basic problem that we have experienced.

Historically, not all of Missouri's Division of Facilities Management buildings have received appropriations in the same manner. The four locations outside Jefferson City were dubbed with the common term "out-state facilities" and they received funding in the same way. However, the buildings in Jefferson City were referred to as the "Capitol Complex" and they were funded differently. The bottom line is that it was necessary for most processes to be handled separately regarding the out-state and the capitol complex buildings.

So, what does that have to do with preventative maintenance? Among other things, this meant separate managers and maintenance engineers for each group. Even though all maintenance engineers were instructed to be uniform in their approaches to this new program, the race to see who could put the first man on the moon had begun. And wouldn't you know it, every single maintenance engineer and manager (myself included) seemed to have the best way of identifying each building, system, equipment, and preventative maintenance. Even stock numbers and employee ID numbers were entered differently at each location.

Well here it is 1998 and guess what? This year the Missouri legislature put ALL of our facilities under ONE appropriation. Definitely for the better, we have spent much of this fiscal year reorganizing our entire division including our approach to preventative maintenance.

We are now in the middle of deciding which single convention will be used for each and every item mentioned above. One engineer wants buildings to be listed by their initials; another wants them to be listed by a number corresponding to our real estate system. One engineer wants an equipment number to consist of bldg#-system#-equiptype#-id# while another wants it to use the hierarchical breakdown provided in the software for future cost analysis. I could go on and on.

Suffice it to say, any organization should make absolutely certain that everyone uses the same conventions for abbreviations when they initially set up a preventative maintenance program. This is a strong argument towards having one-centralized preventative maintenance program. Our advice would be that even if you are not going to have just one preventative maintenance database, think as though you were...and keep a 34 ounce Louisville Slugger handy!

Preventative maintenance: It's easier to keep dirt out than to remove it

Source DuPont Home Page, 1996

Dirt is everywhere. Yet much can be done to keep it out of a building. And keeping dirt out is considerably easier and less expensive than removing it after it has been ground into floor coverings.

Here are five factors to consider when planning a preventative maintenance program:



1. Outside maintenance helps minimize the immediate sources of dirt around the perimeter of a building. The cleaner you keep sidewalks, parking lots and garages adjacent to the building, the less dirt will be tracked inside. Remove as much snow and ice as possible, rather than treating it with chemicals or sand.



2. Soiling barriers such as walk-off mats, grates and removable elevator carpets help collect abrasive dirt before it can be tracked throughout the building. Soil barriers should be of high quality and large enough to allow for at least two or three steps across. It is essential that these barriers be vacuumed daily and cleaned frequently.



3. Chair pads under desk chairs prevent casters from grinding in dirt over and over again.



4. Restricted areas for eating, drinking and smoking help keep some difficult kinds of soil confined to specific areas.



5. HVAC maintenance should include replacing or cleaning filters on air handling equipment on a regular basis, in order to remove as many airborne particles as possible before they are circulated again and again.

For more information visit DuPont's web site at <http://www.dupont.com>.

