

Northshore School District

FACTS

LOCATION

Bothell, Washington

PROJECT DATES

06/2004 – Ongoing

PROJECT SIZE

Buildings: 33

Square Feet: 2.4 million

CONTRACT

Amount: \$1.9 million

TEAM

PROJECT DIRECTOR

Dan Caldwell

PROGRAM MANAGERS

Ron Fues, Jesse Sycuro, Dean Baker, Robert Hail

ENGINEER(S)

Kristina Sing, Seth Davis, Terry Green, Ray Burton, James Venable

CONTACTS

OWNER

Northshore School District

Ryan Fujiwara, Director of Support Services | 425 489 6292



PROJECT DETAILS

As Washington State's eighth largest school district, the Northshore School District (NSD) administers to 23,000 students. NSD's facilities are comprised of 31 individual schools and two dedicated administration buildings.

Northshore has been successful in procuring the public bonds and levy money necessary to build new schools and provide major capital upgrades; however, they have struggled to achieve the levels of maintenance and facility support necessary to properly take care of their assets and to provide an optimum learning environment for students and staff. With the pending design and construction of the third phase of Bothell High School, NSD recognized an opportunity to better optimize and plan their facilities, benefiting their maintenance and facilities teams, tools, and service levels so that they could focus on their commitment to educational excellence and student success.

The Challenge

NSD did not have a consistent set of facility management tools, workflow processes, maintenance programs, communication methods, prioritization programs, or measurement methods. Their skilled staff was not leveraging their experience or expertise, and was forced into a state of reactivity and inefficiency. For example, if

a faculty member had a simple temperature complaint, they contacted an office manager, who contacted a facility manager, who contacted a maintenance coordinator, who dispatched an HVAC technician. This resulted in high levels of inefficiency for the maintenance team and discontent among staff as response times were less than ideal.

The Solution

NSD needed a human-supported, but technology-powered facility management solution. They chose McKinstry's Knowledge Response Center (KRC), which provides them with technologies, process management, and reporting, enhanced by a specialized staff available around the clock. McKinstry's Remote Monitoring enables facility technologies (e.g., Direct Digital Control Systems) to communicate when they are not operating within set environmental or energy limits. Our system experts then view and correct the facility systems through a web interface. The KRC's communication hub is powered by InfoCentre, a web application that allows NSD staff to submit issues directly to the issue management system, which is integrated with our 24x7 service desk.

McKinstry worked with NSD to identify the goals, methods, and applicable resources to respond to requests. The KRC team then built, tested, and implemented processes for all anticipated service requests and work types—from equipment requirements and system-specific preventative maintenance to faculty-instigated cold calls and major facility failure. Each process includes prioritization, identifies the response resource, and manages the workflow from start to resolution.

Reporting mechanisms gather data and organize it for NSD management. Reports are customized for NSD so that they can succinctly analyze and determine their next steps for enhanced productivity, investment, and success.

The Result

Implementing McKinstry's Knowledge Response Center has unified Northshore School District resources and enabled heretofore unseen levels of response. Based on issue performance, NSD maintenance and facility management resource efficiency has already increased by 15%, with improvements still coming. Faculty, staff, and administration—now treated as the "customer" by Northshore facility and maintenance personnel—have reported increased satisfaction and recognize the improved response time and communication of issue completion. Remote Monitoring, integrated directly with InfoCentre's reporting and communication abilities, has resulted in multiple saves—enabling the proactive handling of issues that could potentially cause a major impact to the learning environment. Implementing Remote Monitoring has also ensured that personnel are correctly dispatched, due to the system experts' ability to connect directly to a school's environmental system and properly diagnose issues. Processes and procedures related to common, uncommon, and maintenance related work have streamlined resource deployment and have led to NSD's reaping increased value and reliability from their significant assets.

Critical Friend

In 2004, Northshore School District (NSSD) contracted with McKinstry to implement a professional service called "Critical Friend" for its schools. It was implemented to

achieve the following goals:

- Learn the culture of a school district and apply best business practices in creating change for long term sustainability
- Investigate current operational grievances and recommend changes
- Close the gap between Capital Projects and Maintenance & Operations to provide better communication and maintainable facilities
- Create and maintain standards in Capital Projects to insure maintainability and operational economy
- Communicate expectations and manage resources to build and operate efficiently and effectively
- Analyze current district organizational model and recommend changes for optimization
- Balance district budget needs with facility service deliverables
- Develop short and long term recommendations for operational efficiencies.

To achieve these goals McKinstry implemented an assessment program to specifically identify the necessary steps and schedules for each of the above goals. We then provided measurements to track implementation and future needs. The implementation of "Critical Friend" was extremely effective in creating change for NSSD. For example, all grievances reported were resolved within six month of the implementation. It also created better communication of issues, leading to more efficient and maintainable facilities. Over the last four years, we have made progress in all of the goals and are continuing to provide these services today.