November 19, 2026

Don’t Let Knowledge Retire

Data-Driven Facility Continuity Planning

Paul Reinken | County Leaders Conference 2026

#3

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RAISE YOUR HAND IF...

Someone on your team is the only person who knows how something works.

When they leave, the knowledge leaves with them.

- Your “phone-a-friend” lifeline is gone.
- Capital project progress gets shelved.
- Your new construction project has no turnover strategy.

THE OPERATIONAL MATURITY MODEL

Where does your county sit today?

Lose your Dave, lose a step.

Reactive

"What is the squeakiest wheel?"

Seen as: an organizational challenge

Predictable

"Are we doing the right things?"

Seen as: a reliable cost center

Data Driven

"What is the greatest opportunity today?"

Seen as: an effective resource manager

Value Optimized

"How are we progressing toward our goals?"

Seen as: a key strategic partner

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“Call Dave. Dave knows.”

SCENARIO 1 · THE SOLUTION

Get it out of Dave's head and into your systems

1

Interview

Structured sessions with the people who know, before they go.

2

Shadow

Incoming staff work alongside them on real equipment.

3

Document

Setpoints, workarounds and vendors become a maintenance plan anyone can run.

12–18%

less spent when maintenance is planned instead of reactive

Source: U.S. DOE Federal Energy Management Program, O&M Best Practices Guide, Release 3.0

You paid for the plan.
Then the person who championed it left.

SCENARIO 2 · THE SOLUTION

Plans that outlive the planner

A binder

- Static snapshot
- Owned by one person
- Out of date in a year

A living tool

- Updated every year
- Owned by a role, not a name
- Tied to the budget cycle

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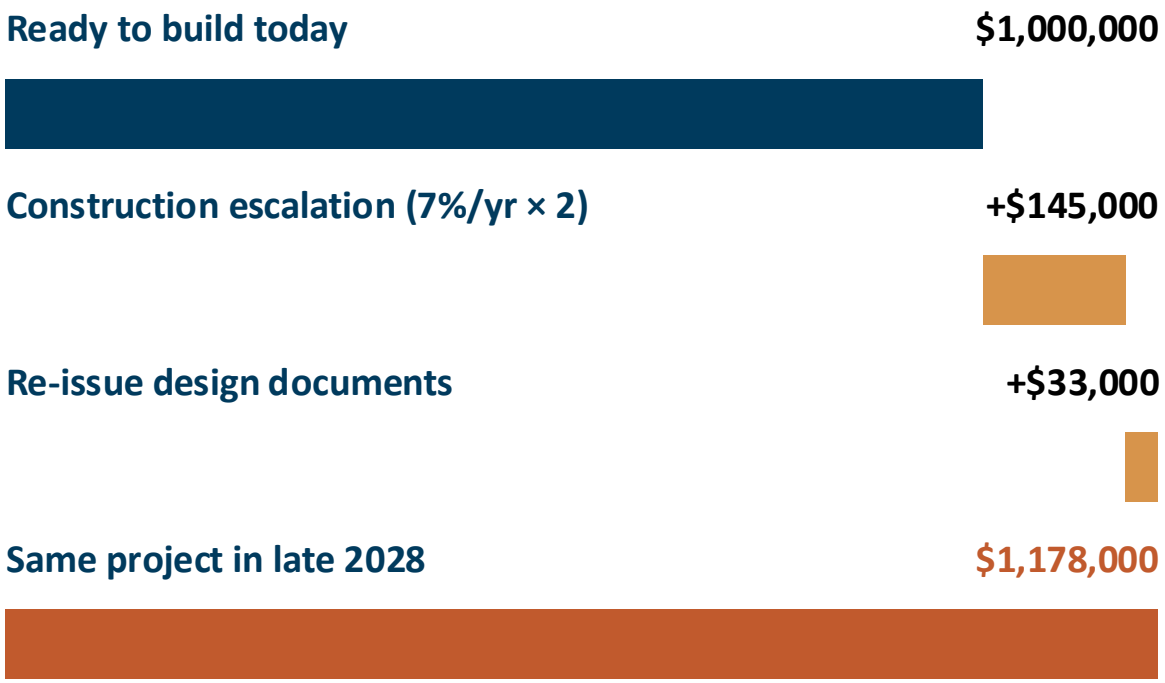
SCENARIO 2 · THE OUTCOME

Waiting isn't free

+$178K

to build the same $1M project two years later

Not counted: emergency repairs, and two more years of utility bills on old equipment. Electric rates for many Western WA customers rose ~12% this year.



Escalation: 7%/yr planning assumption; Seattle-area construction prices rose ~40% in four years (Snohomish County Public Works, 2026). Redesign: WA OFM A/E fee schedule, 10.65% design fee on a $1M project; construction documents = 31% of that fee. Utility rates: PSE 2026 electric increase.

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SCENARIO 3 · THE PROBLEM

The building was designed to perform. Nobody told the next person how.



Turnover breaks the line. Settings drift. Bills creep. Nobody knows why.

SCENARIO 3 · THE SOLUTION

A county 911 center: keeping the through-line intact



24/7/365

a mission-critical building that can’t go offline

Multi-year

turnover support from design into operations

One record

design intent handed to the people who run it

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SCENARIO 3 · THE OUTCOME

Same building. Two futures.

Through-line kept

- ~16% energy savings held
- Clean Buildings compliance on track
- Problems caught early

Through-line lost

- Drift wastes energy as rates climb
- Up to $117,500 penalty on a 75,000 sq ft building
- Problems found by complaint

Clean Buildings Tier 1 penalty: up to $5,000 + $1.50/sq ft (WA Commerce). Energy savings: Lawrence Berkeley National Laboratory, median for commissioning existing buildings.

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It’s not a people problem.
It’s a data problem.

YOUR MONDAY MORNING

Three things you can do next week

1 Name your Dave.

Who holds knowledge nobody else has? When could they leave?

2 Find your shelf plan.

Which paid-for study is gathering dust? Who owns it now?

3 Ask who owns the through-line.

For your newest building: who knows how it was meant to run?

Send me a blank email. I'll set up the meeting.

paulr@mckinstry.com

#3

Find us at booth #3

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Thank You

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