



The Sweet "Spell" of Success

by Randy Tuminello

One of my favorite cartoons growing up was "Rocky and Bullwinkle." Bullwinkle's numerous ill-fated attempts to impress Rocky with his skills as a magician were particularly funny. For the umpteenth-gillionth time, Bullwinkle would say, "Hey, Rocky! Watch me pull a rabbit out of my hat!" Rocky, exasperated by a history of repeated failure, would moan, "Not againnnnnnn!" Undaunted, Bullwinkle would stick his hoof into the hat and pull out everything from a growling grizzly bear to a puzzled-looking Roman gladiator...anything but a rabbit! When it comes to being a success, there's a lot we can learn from Bullwinkle.

First, there's no magic formula for success. Far too many of us have tried to take the same route to success that Bullwinkle took to magic tricks. Perhaps some of this is due to decades of programming by the success gurus who have propagated success as if it were some kind of magic spell. "Success is in the mind!" "If you just think you can...you will!" The idea is if you stand before the mirror and tell yourself long enough and hard enough that you are the best salesperson on earth (or whatever it is you're trying to be), that somehow, you can will it into being. Unfortunately, this oversimplifies things.

Certainly a big part of our success should be attributed to our ability and willingness to think positively. It would be foolish to think otherwise. But there is an equally important, pragmatic side as well. Brushing this aside will eventually get you into trouble.

Second, to consistently achieve success, you have to know the requirements. The key word here is *consistency*. Never envy the "overnight sensation," or the person who seems to arrive at success too easily. The truth is, these people are most unfortunate because their good fortune will eventually fizzle out. When it does, they will be ill-prepared to face the requirements of success. They simply won't have the skills or intestinal fortitude needed to face its true tests.

Like good muscle tone, lasting success is only gained through struggle, hard work and discipline—the "exercises" that condition us for success. We can only hold on to success with a respect and appreciation for what actually activates it. That's why it's important to understand at least these three basic requirements:

1. Know When to Quit! It seems strange to start with this one, but there are situations in life when persistence is dumb! Every good general knows the value of a strategic withdrawal. There are times when it's right to say, "We did our best, but this is not working. It's time to move on. It's time to re-think our strategy." Bullwinkle would have been well-served by such sage advice.

2. Know When Not to Quit! On the other hand, surrendering too soon can rob us of an opportunity to learn the importance of 'the joy of the journey,' which may include some rough roads (even a flat tire) along the way. This is certainly not a reason to call a halt to the entire trip! There's nothing more pathetic than to see someone give up, totally oblivious to the fact they are just inches from the goal line! Remember this – when gains are hardest to come by, it can be a good indication you're getting close to the finish line!

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PROJECT SPOTLIGHT

219 Terry
Biotech Laboratory Facility
Seattle, WA

1124 Columbia St. Heat Recovery
Seattle, WA

Bothell Research Laboratory
Bothell, WA

UW Husky Stadium Renovation
Seattle, WA

Lake Chelan School District ESPC
Chelan, WA

Nordstrom Walnut Creek
Phase II Remodel
Walnut Creek, CA

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PSF Named Team Member for Husky Stadium Renovation

PSF Mechanical has joined the University of Washington Husky Stadium Renovation project team. Construction is scheduled to begin in November. The developer is Wright Runstad & Co. and other project members include 360 Architecture, Turner Construction Company and Magnusson Klemencic Associates.

Evergreen Medical Center–Redmond at Bella Bottega

PSF on the Leading Edge of Community-Based Healthcare Design



The new 4-story Evergreen Medical Center is located at the Bella Bottega Shopping Center in Redmond. This design/build project has 49,074 ft² on three levels above 14,708 ft² of on-grade parking and a 1,612 ft² lobby entrance. The facility accommodates urgent and primary care, with around-the-clock emergency care services. In addition, a full-scale analytical laboratory allows for blood work, chemistry and microbiology test results to be performed on location with results usually available while patients wait.

Emergency power systems with two available power sources allow the emergency care services to remain available during a power outage. In addition to the 16 fully-equipped emergency care exam rooms are 31 primary care exam rooms and 5 urgent care exam rooms. On-site diagnostic imaging services include MRI, CT scan and x-ray.

Mechanical systems support the three levels of service (emergency, urgent and primary) using high-efficiency central hot water and chilled water systems anchored by dual-fuel condensing boilers and a rooftop evaporatively-

cooled chiller. Air distribution at the emergency care areas is served by an independent, fully ducted return air handler with efficient variable speed drive and hot water heating at zone terminals. The urgent care and primary care areas are served by a second variable air volume air handler. The air handlers are located in a rooftop mechanical room.

Energy saving strategies employed in the mechanical systems include variable speed drives for fans and pumps, series fan terminal boxes with electronically commutated motors, intelligent energy management controls and low-flow plumbing fixtures.

Project challenges included a very fast-track design schedule, requiring close coordination between design team members. PSF utilized the latest three-dimensional design software and techniques for MEP coordination and simultaneously incorporated schedule and cost factoring into the design process. Multiple system configurations and options were studied, then analyzed for total cost of operation, noise constraint due to adjacent condominiums, and to maximize available

AT A GLANCE

Project
49,074 ft² 3-story Medical Center
Over 14,708 ft² Parking Garage

Location
Redmond, WA

Project Team
Owner – Gary Merlino Construction
Architect – CollinsWoerman
GC – Sellen Construction
HVAC & Plumbing Engineer (Shell & Core) and Mechanical Contractor – PSF Mechanical, Inc.
TI Mechanical Engineer – Notkin

PSF Mechanical, Inc. Team
Mike Gifford – Project Executive
Dana Hannan – Project Executive
Ron Cummins – Engineer (Shell & Core)
Andrea Hovey – Project Manager
Chris Clarke – General Foreman
Mike Butenschoen – HVAC Foreman
Chris Moyer – Plumbing Lead

utility provider participation. In addition to handling the tight configuration of the project site (confined on two sides by major thoroughfares), the team needed to stay within stringent site height limit restrictions. This challenged us to develop creative solutions for locating mechanical equipment and emergency power systems.

The project site was the location of a busy shopping center, which left little room for on-site storage and limited room for maneuvering cranes and loading/unloading delivery vehicles. Closely coordinating the construction sequencing and delivery schedules for multiple trades was a detailed and potentially critical process. Ultimately, the team choreographed a workable and efficient schedule resulting in early completion and delivery of the project under difficult and challenging circumstances.

Evergreen Hospital's challenge to the Project Team of "making access to healthcare as convenient as a running to the grocery store" has been met with the new Evergreen Hospital Medical Center–Redmond at Bella Bottega.

PSF Introduces a Looney Tunes Solution at Seattle U

by Jim Reynolds

What does *Looney Tunes* have in common with the proper training of young mechanical engineers, and why would Project Management skills be of benefit to soon-to-graduate MEs?

Last Fall, PSF's Randy Tuminello and I spent some classroom time with the Senior ME class at Seattle University (MEGR 487), helping to prepare these students for the task of taking on their senior projects. The senior projects address real world problems for which the five senior ME groups must develop solutions.

The statistics for project failure are stunning: information published in *Forbes* indicates 70% of project strategies experience some form of failure. You don't have to look very far to find well published examples. The "Big Dig" project in Boston suffered many forms of failure including spectacular budget overruns, ceiling panel failures (resulting in a fatality) plus ongoing leaks that plague the tunnels.

How can these devastating situations be avoided in the first place? Our proposal to the senior students of MEGR 487 was that every project they would become involved in during their engineering careers would require effective project management skills in order to be successful. Randy then proceeded with the concept that when preparing to take on a project, project managers should first distinguish the strategic objectives from the

tactical objectives. We introduced a simple tool, the Logic Frame, for achieving this goal.

The Logic Frame separates the overall project strategy into three strategic categories (goal, purpose and outcomes) and a single tactical category (inputs). It then defines the success measures, verification methods and assumptions for each category. By presenting this strategy planning tool in an entertaining format – using Wile E. Coyote as our central character – we were able to develop a process that could be applied to each team's actual senior design project.



The challenge we gave the students was to find a way to keep Wile E. Coyote away from roadrunners and create a means whereby he could obtain an alternative food source(s). The students' project approach needed to provide



a permanent solution and satisfy his long-term needs for food. Students were asked to use the Logical Framework for their project plan and be clear about Objectives, Measures and Assumptions.

The tool positioned the students to consider four important questions about their projects that they could investigate prior to moving forward:

1. What were we trying to accomplish and why? (strategic: goal, purpose and outcomes)
2. How will we know we are successful? (strategic: success measures and verification)
3. What conditions must exist? (strategic: assumptions)
4. How do we get there? (tactical: scope, schedule and budget)

Our exercise took place over three successive classroom sessions with Randy detailing the strategic planning objectives while I covered

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PSF Employee Spotlight

Mary McClinton Home

In August 2010, we received an inquiry from Jim Karambelas, President GLY Construction, regarding the Mary McClinton Home in Seattle's central district.

Jim is a board member for the Matt Talbot Center, an outpatient clinical substance abuse treatment and restoration center for men and women. At the time, the Matt Talbot Center lacked a facility to shelter women during phase one treatment, but with the support of the Mary McClinton family, was able to source much of the funding for staffing and a home. In need of an "extreme makeover" with limited funds, Jim made inquiries throughout the industry for volunteers to provide labor,

materials, equipment and management talent to help bring the Mary McClinton Home to reality – within a very short time frame.

PSF responded with plumbing fixtures and piping materials sufficient to complete all of the domestic plumbing systems. What was truly inspiring, however, was the level of enthusiasm shown by our plumbing and pipe fitting crews: a total of nine plumbers and pipe fitters (even a spouse) offered their labor to complete the project. Team members included Joe Marshall, Chris Rice, Chris Clarke, Shane Norman, Kerry Callison, Mark Garner and his wife Diane, David Fowler, Chris Moyer and Doug Barnes. This was volunteer work and spirit at its best!



PSF volunteers Kerry Callison and Wayne Lawson



Mark Garner lends a helping hand

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3. Keep Failure in Perspective. One of the greatest impediments to success is the fear of failure. The second greatest is the fear of the responsibility that comes from success. These two 'shackles' keep a horde of people from ever reaching their full potential.

When it comes to the right attitude about success, I like Stacy Allison's perspective.

Her previous failures actually served as her inspiration. She said, "I had to realize that self-worth isn't built upon one accomplishment. It's built through years of setting goals and reaching them." Incidentally, just in case you didn't know, Stacy Allison was the first American woman to reach the summit of Mount Everest.

The bottom line is this: When it comes to success, you have but two choices. It's either Bullwinkle or Stacy. My advice—get rid of the magic wand and strap on your climbing gear!

Randy's Client Coach articles appear every two weeks in the Seattle Daily Journal of Commerce. Go to the DJC.com archives to read all of Randy's columns.

(Looney Tunes Solution...continued from page 3)

the tactical planning objectives. These sessions were followed by a Saturday morning four-hour workshop during which each team developed a Work Breakdown Structure for their project.

We hope the Seattle University students had as much fun as we did. It should be noted that the Supreme Potentate from the Land of Looney

Tunes (Bugs Bunny), and his Director, Bureau of Lands (Yosemite Sam) appear to be pleased with the group's Road Runner-friendly and sustainable resolution to the Wile E. Coyote food source problem.

It's true when they say that one gets more out of teaching than the students they're teaching.

This was truly an enjoyable experience for us. We encountered 26 students who inspired us with their enthusiasm, commitment and creativity. Clearly, Seattle University has a top-notch engineering program with sound instruction. Another perk was the opportunity to introduce *Looney Tunes* to the next generation!

Meet the PSF People that Make Things Happen



Jesse Montez, Design Engineer

Jesse has over 14 years experience in the industry specializing in healthcare projects. He holds a Bachelor of Science degree in Mechanical Engineering from the University of Idaho. In his spare time Jesse enjoys building houses, remodeling and wood working.



Raymund Ramirez, Design Engineer

Raymund has over 20 years consulting and design experience and a Bachelor of Science degree in Mechanical Engineering. When not at work you can find him listening to music, watching movies or exploring new and different places.



Amy Braun, Project Manager

Amy's diverse knowledge includes energy management, LEED® certified projects, commercial, hospital, high-end residential, casino and correctional facility projects. She loves spending time with her husband Denny and daughters Anabelle and Adelyn. She also enjoys camping, hiking and the outdoors.



Kerry Callison, Plumbing Detailer

Kerry went to college for an accounting degree and business law. He is a Journeyman Plumber and holds a Class 2 Steam license. He's been in the industry for over 32 years. His future goal is to make it to an ISH Convention in Germany.



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