

Gainesville Regional Utilities

From Reactive to Proactive Maintenance: A Public Utility Success Story



Contract Technical Operations & Maintenance (O&M) Team Becomes Extension of Staff

As Acting Maintenance Manager for Gainesville Regional Utilities (GRU), Andrew Drummond and his small team used to spend much of their day handling calls for HVAC service – a reactive reality that rarely left enough time to focus on other priorities.

That changed one year ago when he contracted with Johnson Controls to provide a full-time, on-site team of dedicated building equipment and systems experts to oversee the utility's HVAC assets.

"We've always relied on contractors to manage, maintain and repair our HVAC equipment and for more than a decade, we outsourced to Johnson Controls through Planned Service Agreements (PSAs)," said Drummond. "They did a great job, but we still remained responsible for identifying issues as they arose, calling them in as experts, and then following up on the issue resolution. We spent a lot of time managing that process when we could have been doing other important facilities management activities."

Location:

Gainesville Regional Utilities
Gainesville, FL

Customer Base:

93,000 Retail/Wholesale

Perspective:

"We have thousands of pieces of equipment, and so there's a good chance that on any given day there'll be a call for service.

Now, when that happens, instead of my team having to stop what they're doing, investigate, call in an HVAC contractor and follow up on issue resolution, our on-site team from Johnson Controls just takes care of it. And in the process, they're uncovering more and more ways to maintain our equipment proactively."

Andrew Drummond, Acting Maintenance Manager, Gainesville Regional Utilities

“Our power plant control rooms are critical rooms that have to be maintained at certain temperatures. And a lot of our plants are electrical substations which also need to be kept cool,” said Drummond. “If they get too warm the plant may temporarily shut down or cut service to our customers. We obviously don’t want that to happen. And this O&M solution helps minimize that risk.”

- Andrew Drummond, Acting Maintenance Manager
Gainesville Regional Utilities

Now, as part of the **Johnson Controls Technical Operations & Maintenance (O&M) solution**, an on-site, four-person team of Johnson Controls experts takes care of it all; directly overseeing preventative maintenance schedules, monitoring equipment and responding to service requests on more than 900 pieces of equipment across 40 different sites.

“For us, the idea is to catch things before they fail and to do a better job on the preventive maintenance front,” said Johnson Controls Service Manager Jason LeCouris. “Our dedicated team at GRU manages everything from ice machines to chillers and from all different manufacturers. We also respond to service requests. Essentially, we’ve become an extension of the Gainesville Regional Utilities staff.”

Year One: Measurable Results

The (O&M) team has been on site full-time for a little more than a year, delivering measurable results.

- The Johnson Controls team has conducted up to 500 preventive maintenance activities (PMs) each month across GRU facilities.
- 100% of all PMs have been completed on time each month.
- The number of *reactive* work orders has dropped significantly, from 78 in September, 2018 to 23 in July, 2019 – that’s a 70% reduction in less than a year, significantly reducing downtime.

- The number of *proactive* work orders has increased significantly, from two during the first six months of the contract to 10 during the second six months.

“They’re staying on top of things more,” said Drummond. “And the more you PM, the more likely you are to catch problems. They’ve done a good job of that.”

Minimizing the Risk of Downtime

Because the O&M contract allows the utility to take a more proactive approach to HVAC management and maintenance, the risk of equipment failure is also minimized. With more than 90,000 customers, it’s critical that the utility remain up and running, even though many of its environments pose particular challenges to the on-site HVAC team.

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Creating Long-Term Value

Beyond the short-term benefits, team members from both Gainesville Regional Utilities and Johnson Controls say they also expect to benefit long term from the healthy, productive relationship developed during the first year of the O&M contract.



"Because we're not responding to calls for service every day, my facilities team and I can focus more time and effort on our core business objectives," said GRU's Drummond. "Plus, now that the Johnson Controls team

has earned my trust, I feel better about moving forward with other projects. We're looking at making some upgrades, for example, and I know they'll be giving us good pricing."

"We've recently taken on their telecommunications division which means we've added satellite/cell phone towers and stand-alone, self-contained buildings to the list of facilities we cover in the contract. They've given us additional work outside the contract because having a team on site 24/7, and building that relationship, has given us a unique opportunity to prove ourselves."

Jason LeCouris, Service Manager, Johnson Controls



About Johnson Controls:

Johnson Controls is a global leader creating a safe, comfortable and sustainable world. Our 105,000 employees create intelligent buildings, efficient energy solutions and integrated infrastructure that work seamlessly together to deliver on the promise of smart cities and communities in 150 countries. Our commitment to sustainability dates back to our roots in 1885, with the invention of the first electric room thermostat. We are committed to helping our customers win everywhere, every day and creating greater value for all of our stakeholders through our strategic focus on buildings. For more information, visit www.johnsoncontrols.com or follow @johnsoncontrols on Twitter.

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Learn more on our website about our **Technical Operations & Maintenance (O&M) solution** or follow us @johnsoncontrols on Twitter.

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