Asset Maintenance Management

A systematic methodology related to the protection

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Abstract

A systematic methodology related to the protection of assets plays a crucial role in the maintenance of a civil construction site. There is no one way considered to be the best for doing any work, whether it is related to the creation of any organizational structure, or designing as well as managing the operations of a plant in the organization. In this context, the best method for doing something depends significantly upon the characteristics as well as capabilities by the people within the organization, including the competitive framework within which it falls (Alarcon, 2001).

For the purpose of deriving benefits from the vastly changing conditions, planners at Charlotte Squares need to adopt the improvement strategy that fulfils the specific requirements of the company at that very point in the course of its operation. Slow and steady improvement could be assumed appropriate within some of the situations; endeavours at the dramatic breakthroughs with the help of process reengineering remain suitable in the others. In addition to that, various strategies of improvement need distinct resources, styles of management as well as support structures (Commission, 2000).

Overview

The management at Charlotte Squares should understand clearly about the fact that not its customer base as well as its competitors, yet additionally what it views as the competitive advantage of the organization. They should clearly recognize the key strategies of the business (Alarcon, 2001). On the other hand, not just the individual strategies remain in isolation, also the combination related to the individual strategies of business which and when combined, generates the overall competitive strategy of the organization.

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Maintenance Management

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Task 1: Asset Management Policy

Introduction

A systematic methodology related to the protection of assets plays a crucial role in the maintenance of a civil construction site. There is no one way considered to be the best for doing any work, whether it is related to the creation of any organizational structure, or designing as well as managing the operations of a plant in the organization. In this context, the best method for doing something depends significantly upon the characteristics as well as capabilities by the people within the organization, including the competitive framework within which it falls (Alarcon, 2001).

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Overview

The management at Charlotte Squares should understand clearly about the fact that not its customer base as well as its competitors, yet additionally what it views as the competitive advantage of the organization. They should clearly recognize the key strategies of the business

(Alarcon, 2001). On the other hand, not just the individual strategies remain in isolation, also the combination related to the individual strategies of business which and when combined, generates the overall competitive strategy of the organization.

Management at Charlotte Squares should decide which of the competencies as well as organizational context must be developed to assist implementation of the strategy. Even after figuring out those competencies, structure, culture as well as incentives needed, the organization still is not fulfilled with the strategy (Ballard, 2003). Following that, the real challenge remains the development of individual pieces, afterwards putting them altogether in a way they are supporting as well as complementing one another, and, in addition to the above, they must support as well as promote the strategy chosen in a collective way. Henceforth, in addition to the task being all about the creation of the individual sub-parts of the concerned system, this task should also include putting them in a collective manner and that too in such a way, which leads to the creation of a system that is strong as well as sustainable.

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Core Competencies

Development of maintenance/asset management function is a core competency that the management at Charlotte Squares should be focused at. Contrary to a popular belief by many firms about maintenance not being a core competency, all the definition related to core competencies simply fit into maintenance (Bertelsen, 2002). In fact, as far as the text matters are concerned, many among them while describing core competencies literally treat the functions of maintenance/asset management like an illustration. Core competency could be interpreted in several ways, which focuses on how to differentiate a company from its competitors. Core

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competencies impact the productivity of the company by bringing down costs, escalating profits, facilitating better service to the customer, upgraded product quality as well as improvement in regulatory compliances (Green, 2002).

Impact of the Strategy of Maintenance/Asset Management

The overall impact related to the strategy of maintenance/asset management is shown in the figure given below:

All in all, an increase in the profitability remains the goal for each and every organization. It stands true irrespective of the fact that the firm is public having shareholders and/or is privately operated by the owners (Green, 2002). A complete strategy of maintenance/asset management would result in the increment of profitability in two fundamental modes:

1. Decreasing the expenses
2. Increasing the capacity.

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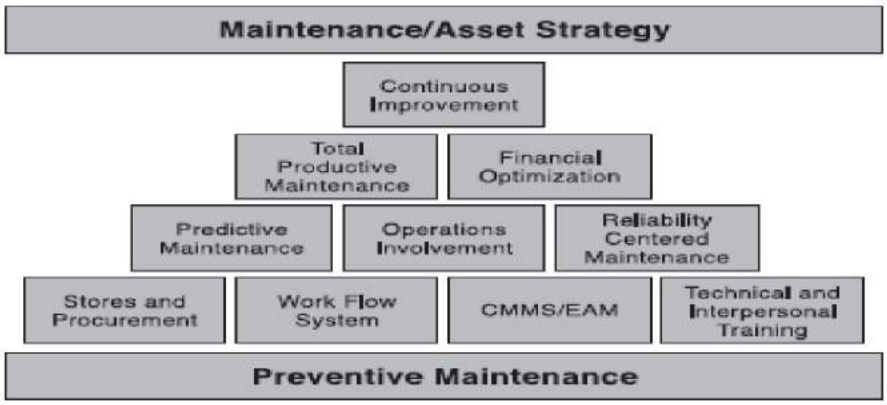

Maintenance Management Strategy

It involves all the levels of management for support related functions of the Charlotte Square and vertically integrates the facility management along with the strategic role of the business. A strategic plan is very much required for Charlotte Square.

Maintenance Planning

An important building such as Charlotte Square need annual maintenance plan through the following actions: The detail planning is described in Appendix I.

1) Surveying the site.
2) Gaps Identification
3) Stakeholders feedbacks

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4) Legal implications
5) Reviewing of the strategic plan

Commented [A4]: Stating points is a good academic practice.

Five Year Resource Plan

Five year resource plan is prepared to analyze the amount of funding needed for operating the works planned. For this project ten year life cycle costing has been prepared, which is shown in Task 3. By doing so, the management aims to reduce the unplanned maintenance costs for the forthcoming ten years.

Task 2: Maintenance Techniques and Programs

Introduction

Maintenance techniques should be applied in such a way that it ensures optimum utilization of the entire capacity of any organization. In order to ensure the most prominent techniques, the concerned management must seek cultural transitions from a reactive towards a pro-reactive environment (Bertelsen, 2002).

Commented [A5]: Very vividly explained

Governing principles & Concepts	= Beliefs shared
Assessment of the status	= measurement of the present state of beliefs shared
Goals as well as Targets	= defined objectives

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Master Planning	= question based analysis (what, when, who) for closing the gap in between the current status as well as the goals
Budget Control	= support related to the Master Plan
Management Reporting & Control	= necessary feedback for earning commitment towards sustained management

Predictive /Preventive Maintenance	= vehicle through which assurance of reliability is there
Maintenance Engineering	= function for optimizing the process of PM/PdM
History of Equipment	+ Maintenance Engineering utilizes Reliability Centered Maintenance

Organizational structure	= created for a proactive response instead of reactive one
Facilities, Equipment as well as Tools for providing Skills Training	= essential ingredients as well as a matter of pride
Supervision	+ practices for achievement
Assurance of Quality	+ stick to the policies as well as procedures

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Planning, Coordination and Scheduling	= required for fulfilling expectations through
Computerized System of Work Order	= required for fulfilling expectations through
Distribution of Cost	= required for fulfilling expectations through
Work Measurement	= required for fulfilling expectations through

Objectives

Whenever any function of maintenance planning as well as scheduling is finalized, the very first issue usually arising is "where" as well as "how" that function fits in the organization. In consequence, first answer regarding this would probably be it needs to be structured inside the maintenance organization, and not outside. Apart from that, it must be independent of the particular supervisor(s) of maintenance for which it is being planned as well as to the supervisor(s) to whom it is supporting throughout the organization (Commission, 2000).

Planners henceforth should be acting upon the same level of organizational as the involved supervisors whom they support, either daily or weekly. Neither of them is needed to be treated superior and/or sub-ordinate to the other ones. The maintenance planner as well as the maintenance supervisor forms the most crucial partnership in the department of maintenance (Commission, 2000).

Channels of co-ordination & communication

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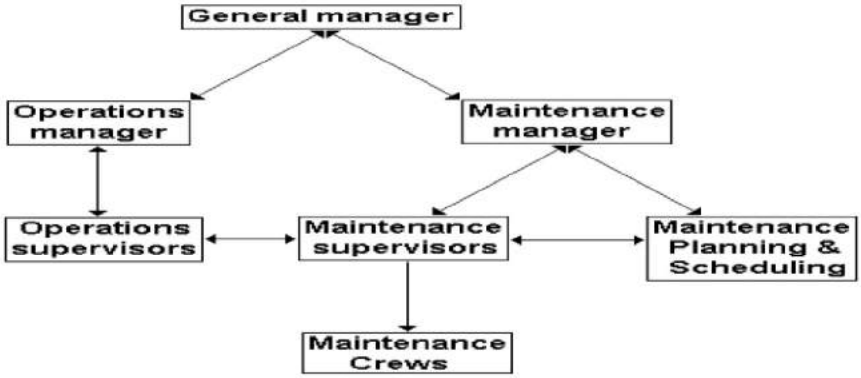
Planning as well as Scheduling group remains the hub related to inter as well as intra functional/organizational coordination as well as communication (Ballard, 2003). Planners constitute the most important point of contact as well as liaison amongst maintenance, operations as well as other departments of support (Alarcon, 2001). This relationship, known as direct liaison, has been shown in the figure given below:

Commented [A6]: Referencing all main points as has been taken from an older related information source is a very important task in an academic assignment.



Planning and Scheduling

Whether or not planning should be kept with scheduling or detached, depend upon the nature of organization. Many organizations happen to be too small for considering segregation of the concerned functions. It more so often remains difficult to recognize a capable planner having the potential of planning the electrical work as well as the mechanical work too (Stanek, 2004). This kind of difficulty equates with the planning part related to the job, and not with the scheduling part of the job. In case there happens to be a separation of the functions, planning remains decentralized towards the exact location of the work, while, on the other hand scheduling remains centralized along with the responsibility for distributing resources based on the workload's location (Alarcon, 2001).

Commented [A7]: Expressing ones own opinion shows the writer's involvement with the work.

Planned maintenance:

An organized maintenance carried out with control and with the use of records to predetermined plan is to fulfill the statutory requirements and eliminate breakdowns is termed planned maintenance. It is also

1) Cost effective.
2) Must meet statutory or other legal requirements.
3) To meet a client need from an operating point of view.

The detail Planning schedule is given in Appendix I.

Commented [A8]: Referring to Appendix bring in clarity .

Explaining the roles

A Supervisor (Maintenance) is accountable towards the welfare of the members of its team, their training as well as leadership. On the other hand, an Engineer (Maintenance) is accountable for the execution of the technical skills as well as ingenuity towards the avoidance as well as correction of the problems of equipment leading to excessive downtime in production, variations in quality as well as work related to maintenance (Bertelsen, 2002). The Planner/Scheduler remains accountable for the logistic support in order to eradicate all the avoidable barriers lying in the path of the most effective completion of the work related to maintenance (Alarcon, 2001). Control spans related to the three functions should comply along with the practices of good maintenance:

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Function	Span of Control
A Supervisor's	1:10
A Planner/Scheduler's	1:20
A Maintenance Engineer's	1:40

Responsibilities of maintenance Planners

Maintenance Planners are required to:

- Clearly define the existing relationships among them along with the superintendents working in the maintenance department, supervisors working in the maintenance department, mechanics of the concerned department as well as individual involved in operations (Alarcon, 2001).
- Proper support through computer should be there to allow the development concerning a all-inclusive database planning (Alarcon, 2001).
- Commitment from the maintenance as well as operating management for holding structured sessions of weekly co-ordination as well as scheduling in order to establish their priorities concerned with daily, weekly, down-day as well as major work of outage (Ballard, 2003).
- Co-operation from the maintenance supervisors, concerned mechanics as well as operating supervisors for the effective utilization as well as application of the efforts towards meaningful packages of planned job (Ballard, 2003).

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- Feedback from the mechanics as well as supervisors (both maintenance as well as operations) regarding the particular shortfalls in the job packages planned for the purposes of bringing improvement in the forthcoming facilitated packages (Ballard, 2003).
- Feedback to be taken from the supervisors of maintenance concerning with the compliance in addition to the exceptions involving the scheduling with clearly provided "reasons" (Alarcon, 2001).

Commented [A9]: All points have been written in appropriate English that makes the work impactful.

Task 3: Maintenance Costs

Introduction

Cost-effectiveness happens to be a primary component of the design at any organization, and the initial projected costs remain the focal point of many of the activities inside the organization. The longer-term implications of cost related to projects of construction, however, extend far beyond the initial design as well as expenses of construction. As the organization grows, cumulative cost related to operating as well as maintaining facilities very much impacts overall budget of the organization (Bertelsen, 2002).

Commented [A10]: Nicely introduced.

In order to bring improvement in the cost-effectiveness related to its construction as well as renovation programs, organizations should invest in the area of designs as well as systems having improved performance in the long-term. Guidelines related to Life Cycle Analysis of Cost (LCCA) guide Project Teams towards considering the "first costs" related to any construction (design as well as construction expenses), in addition to the long-term costs, which include utilities, operations as well as maintenance (Addison).

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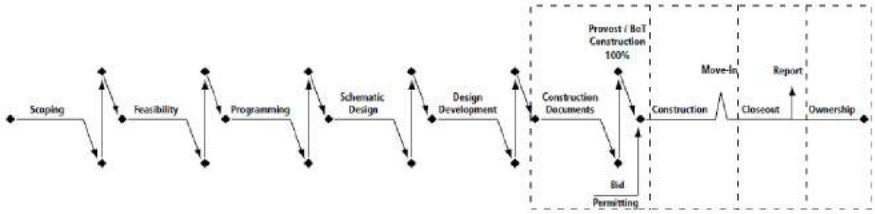

Various phase of costing

Benchmarking of Operations & Maintenance Cost

In the phases of Feasibility as well as Programming, the concerned Project Manager creates the "Benchmark Budget" having estimates of design as well as construction cost based upon the data acquired from the projects done in past (Addison). At this point of time, Project Team would also create an Operation & Maintenance Benchmark utilizing historical data related to operations as well as maintenance from the organization for such components of LCCA, which remain applicable to that project (Addison).

Commented [A12]: Appropriately defined.

Comparative Analysis

In the phases of Schematic Design (SD) as well as Design Development (DD), Project Team makes progressively detailed decisions related to the finalized design for construction, which include the mechanical, structural, electrical, telecommunications as well as plumbing systems. In this period, Project Manager would instruct the team towards conducting a series of

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analyses leading to the comparison of the overall costs of different system options of construction (Commission, 2000).

Categories

The involved Project Team would make an assessment of the value towards the project involving fourteen probable costs of life cycle (LCC) comparing through six generalized categories:

- Energy Systems for the underlying project.
- Mechanical Systems for the underlying project.
- Electrical Systems for the underlying project.
- Building Envelope for the underlying project.
- Siting/Massing for the underlying project.
- Structural Systems for the underlying project.

Commented [A13]: Simple and easy language used to elucidate the theory based applicaztions

Within every category, the particular comparisons implicate options related to addressing of the very same requirement. The fourteen areas of comparison are as follows, along with the examples of concerned options.

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Energy Systems

1. Central plant-connected versus stand-alone systems (both steamed as well as chilled water).

2. Alternative systems of energy (such as solar photovoltaics, fuel cells, solar thermal).
3. Equipment related options for the stand-alone systems (such as air-cooled chillers versus the refrigerant-based direct expansion units).

Mechanical Systems

1. Systems of air distribution (such as variable volume versus constant volume, and overhead versus underfloor).
2. Systems of water distribution (such as different piping systems as well as pumping options).

Electrical Systems

1. Sources of indoor lighting as well as controls.
2. Sources of outdoor lighting as well as controls.
3. Distributions (such as buss ducts, transformers, and cable trays).

Building Envelope

1. Skin as well as insulation options.
2. Roofing systems (different materials as well as insulation methods).
3. Glazing, day-lighting as well as shading options.

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Siting/Massing

1. Orientations, floor-to-floor height as well as overall height of the building.
2. Landscape, irrigation as well as hardscape options.

Structural Systems

1. Selection of systems/materials (such as wood versus steel versus concrete, and cast-in-place versus pre-cast).

Life Cycle Costing (LCC)

Life Cycle Costing is the overall cost incurred during an economic life of any site involving its development, production, maintenance as well as support, and integrates every form of costing spanning the entire life of the project.

The LCC is to help the Engineering Manager in this building to identify and evaluate the economic consequences of their decisions, particularly in the early stages of the design.

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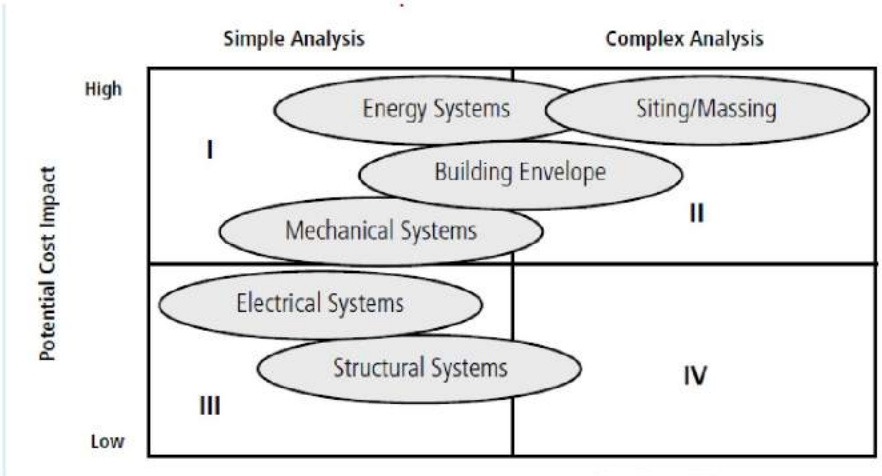

Decision Matrix (LCCA)

		Annual Utility Cost					
Alternatives	First Cost	Electricity	Chilled Water	Steam	Total Utility Costs	Annual Energy Savings Against	
Base Case	–	460,847	209,485	235,004	905,336	N/A	N/A
Non-Lab VAV	500,000	389,535	166,583	104,032	660,150	(245,186)	(27.08)%
Lab VAV	650,000	436,363	199,588	194,015	829,966	(75,370)	(8.33)%
Non-Lab + Lab VAV	875,000	324,271	138,892	63,809	526,972	(378,364)	(41.79)%

Life Cycle Cost Diagram

Note: Amounts are in US Dollar.

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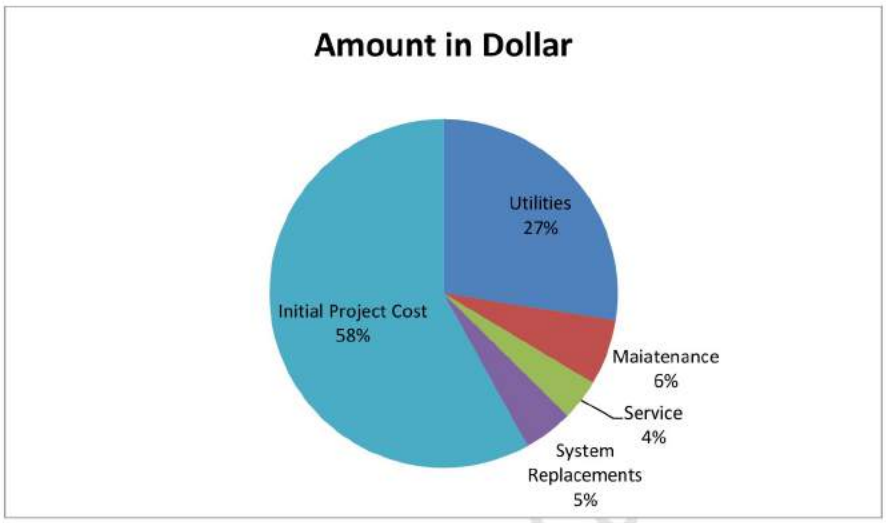

Ten year life Cycle cost Analysis

Task 4: Maintenance Outsourcing Strategy

Introduction

Drivers of the Public sector delivery services, such as compulsory competitive tenders, best values as well as later outsourcing happen to be progressive routes for improving the services, henceforth achieve financial efficiency (Commission, 2000). Since the project at Charlotte Square is huge, the involved management must outsource some of the portion of work to focus on their core activities and smooth maintenance program.

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The primary reason involving an organization to opt for outsourcing its service/services remains the fact that it permits that organization to focus upon the core competencies and also the fact that the organization awarded the outsourced work would be operating in that very core competency already (Hamel, 1990). It might be concluded that this does not always happen as there exists some outsourcing organizations, which would predatorily search outsourced services even they don't possess the understanding related to the depth of the concerned operation. In the spheres of the local governance sector, drivers of politics seem to overrule the derived approach concerning strategic and/or planned business to the activities of policy making (Ballard, 2003). It is a known fact that policy making can't be thoroughly informed without any access towards research or managers having knowledge related to the implications involving outsourcing as well as the skills required for selecting the most suitable model (Hamel, 1990).

Models of Outsourcing

Most common models of outsourcing are discussed below, out of which most suitable model is needed to be executed, which must be assessed through its intrinsic properties equating it to the outputs of business related to the organization. These models are:

- Augmentation of Staffs: Vendors are employed for expanding the operational abilities of the organization for the underlying project.
- Out tasking: Usually brought to practice wherein the organization has certain skills gaps as well as needs specific task skills for the underlying project.
- Project based: Complete projects would be outsourced, thereby enabling the organization to concentrate upon the strategic delivery of the project for the underlying project.

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- Managed services: A long-term strategic expansion along with the vendors performing the role of consultants for the underlying project.
- Transfer: Typically having an offshore vendor carrying the business of the organization for a specific time period for the underlying project.

FORT System of Outsourcing

Each among the models discussed above has noticeable relationships existent between the client as well as service provider of outsourcing. "Four Outsourcing Relationship Types" (FORT) is widely practiced to understand the terms of outsourcing, which defines a more consistent approach form the side of the purchaser/vendor relationship (Goo, 2000). This framework involves two dimensions that are relevant with that outsourced relationship, which are Substitution, dealing with the extents or levels of ownership and/or control of the transferred assets to the hired service provider as well as strategic impact, showing strategy related to the organization of outsourcing in conjunction with length as well as depth of the relationships along with the provider(s) of service (Goo, 2000). The four types of resulting relationship are described as follows:

- Support relationship: In this type of relationship, there is restricted utilization of outsourcing, and utilization of in-house services remains more popular as compared to the above (Goo, 2000).

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- Alignment relationship: In this type of relationship, the utilization of outsourced service provider(s) inclines to be upon the project-by-project basis, probably exploiting the expertise, which is unavailable in the purchasing organization (Goo, 2000).
- Reliance relationship: In this type of relationship, there is a higher level of commitment shown by the vendor because a significant portion of the operation from client side is transferred (Goo, 2000).
- Alliance relationship: This type of relationship allows both the clients as well as the service providers for working together in order to achieve their common strategic as well as operational goals (Goo, 2000).

Commented [A16]: Theory well supported with situational assessment and appropriately implemented.

Reasons of Outsourcing

It is very much important to come to understand the reasons behind outsourcing, and there should be an extent of criteria related to consideration being the part of the process of decision making needed to be explored by the organization, which is planning to outsource any service(s) (Goo, 2000). Such criterions must include the following:

- The cost related to providing the service.
- Identification of the routes of cost efficiency.
- Identification of the issues of human asset transfer.
- Identification of the issues augmenting the strategic planning of outsourcing.
- Clearly defining the factors, outsourcing might add towards core competencies.
- Clarifying who/how would administer the discussed contract.

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Conclusion

Changes are always inevitable in the construction related projects. In addition to that, during the execution of construction project, there are many decisions to be taken, usually based upon the incomplete information, personal assumptions as well as experiences of the professionals involved in the project (Hamel, 1990). Maintenance management faces a tough challenge from the domineering changing environment related to construction projects, within which size, scope as well as the complexity of the projects might vary from case to case in a significant way. Since maintenance management takes a lot of ideas from the past project, a keen attention must be paid towards the changing scenario of the organization. It is one of the common problems being faced by the managers of the construction industry. Changes are not even one dimensional. They take place irrespective of the departments and since one department, let us say production, which witnesses any change; it is most likely that the cost department faces complexities, which has all the potential of spreading in all the other departments concerned (Stanek, 2004). All the departments in an organization are linked with one another and the effort in managing the change imposes huge burden upon the project management. Project managers should develop a foresight and must apply relevant cushion techniques to avoid those changes causing delay of project, cost overruns, internal and external defects, or in grave condition failure of the project. This paper discusses the policies of asset management, maintenance techniques and programs and maintenance costs as well as outsourcing strategies for maintenance in the context of Charlotte Square. Effective planning in the processes of construction very much crucial because changes are an inevitable part of the project, which could potentially damage the project in a lot of ways. Based upon the synthesis of process models of project planning, five stages should be identified

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for the maintenance part, which are, identification, evaluation & proposal, approval, implementation as well as reviewing (Bertelsen, 2002). While creating an effective construction management system, cost factor remains the very focal point of all tasks and indeed remains a complex one, and that is why there must be a significant amount of time as well as resources invested into that area dealing with the issue. The concerned management at Charlotte Square involved in the project must pay more attention on the processes involving the cutting in the costs of the projects without compromising the quality of the project due to the cut throat competition. The related external as well as internal factors relating the above have been discussed in this document. This project also lays emphasis upon the process of outsourcing. It is quite a common fact that none of the organization possesses all the required skills for managing a project. Needed to mention that skills could be categorized into two types, the first one is the core skills and the second one is non-core skills. An organization performs its very best when it focuses upon its core skills (Bertelsen, 2002). Delving into the non-core skills leads an organization to poke more of their effort and time into the project, which instead could have been furnished easily by outsourcing that part to some other organization that has core skills in that very particular area. By doing so, the parent organization could concentrate on the core skills and would be able to manage it in a more effective manner.

Commented [A17]: Well summed up

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Criterion	Levels of achievement		
	Exemplary	**Good**	**Poor**
Writing style and presentation are clear			
• Title	Title is concise and informative so readers can anticipate the contents of the contribution and interested people look forward to reading it.	The title gives a general indication of the material covered in the contribution, but have to read the document to fully appreciate what is covered. Some potential readers may be lost because they can't clearly anticipate the material covered by reading the title.	The linkage between the title and the text is not clear. Reader may skip the contribution because they don't appreciate its relevance.
• Introduction	Introductory statement clearly indicates the main purpose of the contribution and suggests the plan of organization, so the reader can anticipate the text that will follow.	Introductory statement indicates the main purpose of the contribution in general terms, so the reader has some idea of what will follow.	The introduction does not give an overview of the contribution so the readers are not sure what to expect as they read the text.

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• Main Body	Main body of contribution makes connected points that clearly build the argument so the text flows from introduction to conclusion in a logical manner, thereby helping the reader to follow the thinking behind the text.	The main body presents a number of points that allow the reader to understand the argument, but lapses in the writing may force the reader to make some connections between the parts.	The text is not well structured so the reader must stop reading at times to try to makes sense of the text.
• Conclusion	The main point of the contribution is clearly indicated and reinforced so the reader can clearly remember it.	The main point of the contribution is indicated, but may be stated in an unconvincing manner.	The concluding section does not reinforce or revisit the main point so the reader is unsure about it and likely to misinterpret or forget it.
• Written expression	Sentences and paragraphs are well structured and clear so the reader can focus on	Minor lapses in sentence structure, such as run-on sentences and unnecessarily complex sentence structures,	Many sentences are poorly structured so the reader must stop often to reflect on

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	what is written. Each paragraph has a topic sentence that indicates the subject matter.	force the reader to pause and reflect on the meaning of the text. Paragraphs present a complete argument, but may not flow so well.	the meaning of the text. Many paragraphs lack topic sentences or have poor flow so the main points and linkages among explanatory text are not clear.
• Grammar, punctuation and spelling	Grammar, spelling and punctuation are flawless, which allows the reader to focus on the message.	Some minor errors in grammar, spelling and/or punctuation detract from the quality of the text, but do not impair the communication.	Many errors in grammar, spelling and/or punctuation make reading the text difficult and communication is impaired.
Concepts and arguments are well developed			
• Accuracy	All information is accurately reported using appropriate terminology	The information is largely accurate but imprecise language could lead a reader to misinterpret aspects of the text.	Although the gist of the information is correct, there are problems with the interpretation of it.

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	so the information is reliable.		A reader can be misled by the text.
• Relevance	Connections between the contribution and the main topic of the discussion are clearly indicated.	Connections between the contribution and the main topic of the discussion are indicated or implied, but the reader needs to pause to clarify those connections.	Although the text is relevant, this is not clearly indicated, so the reader must guess how the text relates to the main topic.
• Significance	The reason why the contribution is important to the overall discussion is clearly described and discussed so the reader takes the contribution seriously.	The reason why the contribution is important is touched on but not elucidated, so the reader must make some interpretations about the author's view of the contribution's significance.	The contribution may include significant material but this is not indicated, so the reader must guess it.
• Clarity	The main points and new technical terms are clearly described and/or explained so the reader is	Although the text is clear to informed audiences, unexplained points may leave room for alternative interpretations of the text.	Key points and new technical terms are not explained so the reader is confused.

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	left with no ambiguity about what was written.		
• Independence	The contribution is completely self-contained so the reader does not have to read other contributions or published materials to understand what was written about.	The text is sufficiently clear that the reader can understand the main point without further reading, but some parts of the text are not clear without consulting earlier contributions or other sources of information.	The text is written in a manner that presumes considerable prior knowledge, so the reader must have a thorough knowledge of what has been written about the subject in order to understand the main point of the contribution.
Contribution is responsive to another contribution	The writer links ideas submitted by others to their own contribution in a manner that substantially strengthens the group's efforts to resolve the main	The writer makes references to earlier works that are a starting point for new ideas but, apart from the reference to the earlier work, not much information is incorporated	The text mentions other contributions but neither explains the reference nor substantially adds to it, so there is no clear benefit to the

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	problem. This linkage can include elaboration of what was previously written, a critique or questioning of it, demonstration of linkages among two or more earlier contributions, and/or utilization of an earlier contribution as a foundation to build your own.		resolution of the main problem from citing the earlier contribution.
Text is supported by references			
• Sources indicated	All information and ideas that are not commonly know are supported with references to sources, so the reader has confidence that the information is not based on hearsay or	Most sources are indicated, but in only a few cases the sources are not given or are ambiguous, so the reader has to check some of the sources.	Sources are cited for some specific parts of the contribution, but no references are supplied for information and ideas that are

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	the writer's opinion or assumptions alone.		clearly not the author's, so the reader has no idea of the validity and authority of the information.
• Relevant references	Information, concepts and opinions are supported with references to published literature, especially primary (original) sources of information, rather than review articles or textbooks. This allows the reader to independently review the cited sources. More than one reference is cited to support key points, which adds	One or a few references are used to support the text. Thus the contribution is supported but this may be an idiosyncratic source. Some general references to textbooks are made that could have been replaced by primary references which are more thorough and authoritative.	Information comes from Web sites or other sources that have no recognized authority, so the validity or strength of the source is unknown.

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	strength and authority to the argument.		
• Citation style	References cited appropriately in the text, and the correct format is used in the text when citing information, so the reader clearly knows which information is attributable to which source.	Minor lapses in citation format do not prevent the reader from finding the sources in the reference list at the end of the contribution.	Citation format incorrect or poorly placed in the text, so citations distract from reading.
• Bibliographic information	The reference list contains complete bibliographic information (author's name(s), publication date, title, source, date web page accessed), so a reader can easily find the references for their own research. The authority of sources can be	Bibliographic information largely complete, but some information missing so the reader may have difficulty finding some references. Most sources can still be easily checked.	Not all references are listed, information in the reference list is incorrect, or important information is missing from the reference list, so the reader is unable to find the same

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	evaluated by checking them.		sources of information and the authority of sources is almost entirely unknown.

Comments: The assignment has done justice to the assessment question and all major guidelines seem to be abided in the work. A little into presentation of facts and grammar based requirements is needed to be taken care of.

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Appendix I: Maintenance Schedule Planning

Heating Systems	P.M. Ref #	Implementor	Frequency/ Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Boilers	HS 2004-01	M	4		✓						✓		✓		✓
Boiler water treatment			5	✓		✓		✓		✓		✓			✓
Furnaces			4	✓			✓			✓			✓		✓
Condenser pumps			4	✓			✓				✓			✓	
Deaerator tank			2												
Steam traps			4		✓	✓		✓		✓			✓		
Steam valves			1-4	✓			✓				✓				✓
Fuel tanks & distribution			1	✓											
Heat exchangers			2												
Terminal/package units			4		✓			✓				✓		✓	

Fin tubes/radiators			4												
Dampers/draft control			4			✓					✓			✓	
Ductwork			2	✓					✓			✓			
Stacks			4												
Insulation			2				✓			✓			✓		✓
Piping			4		✓										
Valves			1			✓			✓			✓		✓	
Control sensors			2	✓			✓			✓			✓		
Air Handling Systems	**P.M. Ref #**	**Implementor**	**Frequency/ Year**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Air handling units			4	✓			✓			✓			✓		
Unit ventilators			4		✓			✓			✓				✓
Fans			2	✓						✓					

Fire dampers			1	✓											
Filters			2-4		✓			✓			✓				✓
Humidifiers			2			✓						✓			
Cooling Systems	**P.M. Ref #**	**Implementor**	**Frequency/ Year**	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Condensing units			4	✓				✓				✓			✓
Air compressors			12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Heat exchangers			2	✓											
Packaged A/C units			4						✓						
Chillers: oil levels and operation			52	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Chillers: other			12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CHW Pumps			2-4	✓				✓				✓			

Heat pumps			4	✓											
								✓				✓			✓
Fire Protection/Suppression Systems															
Sprinkler piping			✓					✓				✓			✓
Backflow preventers				✓							✓				
Sprinkler heads					✓					✓				✓	
Fire extinguishers			✓			✓			✓						
Fire hose system				✓			✓				✓		✓		
Standpipe connection		✓						✓							
Fire pumps							✓		✓			✓			
Grease hood extinguisher						✓				✓				✓	
Alarms and detectors			✓		✓						✓				

Mechanical Controls															
Compressors		✓					✓							✓	
Pneumatic valves/levers			✓					✓		✓					✓
Pneumatic tubing						✓									
Electronic controls				✓					✓				✓		
Plumbing Systems															
Cold water piping															
Water heaters		✓					✓				✓				✓
Hot water piping			✓			✓				✓				✓	
Circulation pumps															
Sump pumps		✓													
Valves and traps					✓				✓				✓		
Septic tanks				✓			✓				✓				✓

Lighting Systems															
Fluorescent fixtures		✓								✓					✓
Incandescent fixtures						✓					✓			✓	
HID fixtures				✓											
Lighting panels								✓							
Emergency lighting							✓								
Exterior lighting		✓		✓						✓					
Occupancy controls								✓				✓			
Daylight controls					✓										✓
Other controls		✓							✓		✓			✓	
Signal Systems															
Computer data		✓							✓			✓			✓

Public address				✓			✓								
Television						✓								✓	
Telephone											✓				
Clock system		✓			✓				✓						✓
Fire alarms															
Security alarm/devices		✓				✓				✓				✓	
Foundation and Substructure															
Footings How?		✓							✓					✓	
Foundation walls			✓												
Slab/beams on grade						✓				✓					
Piling/Posts How?					✓			✓	✓						
Waterproofing How?			✓			✓								✓	

Insulation															
Underdrains How?					✓					✓					✓
Superstructure															
Columns		✓					✓					✓			
Beams			✓			✓					✓			✓	
Floor structure		✓			✓			✓					✓		
Roof structure														✓	
Monolithic bearing walls		✓			✓				✓						
Stairs and railings			✓				✓					✓			
Structural bracing		✓				✓					✓				✓
Welds/connectors				✓				✓					✓		
Roof Systems															

Roofing		✓					✓				✓				✓
Insulation					✓					✓				✓	
Paving and ballast Paving? On a roof?				✓					✓				✓		
Curbs/supports				✓				✓				✓			✓
Expansion/seismic joints			✓			✓				✓			✓		
Drains, gutters, etc.					✓			✓			✓			✓	
Drywells		✓		✓			✓			✓			✓		
Flashing and trim		✓			✓				✓			✓		✓	
Fasteners			✓			✓				✓					✓
Snow stops				✓					✓					✓	
Roof openings				✓				✓				✓			
Parapet caps		✓				✓				✓				✓	
					✓				✓				✓		

Exterior Wall Systems															
Facade integrity			✓				✓					✓			
Cladding/sheathing					✓					✓					✓
Doors		✓					✓					✓			
Window systems			✓					✓					✓		
Balcony walls/railings					✓					✓					✓
Louvers and screens			✓					✓					✓		
Expansion/seismic joints				✓								✓			
Insulation								✓							✓
Protective coating			✓			✓			✓				✓		
Sealants					✓					✓				✓	
						✓			✓					✓	
Interior Construction															
Fixed partitions							✓				✓				✓

Demountable partitions			✓			✓			✓				✓		
Retractable partitions				✓								✓			
Doors						✓					✓				
Carpet				✓				✓						✓	
Resilient tile/sheet		✓		✓				✓			✓				
Ceramic/clay tile			✓				✓								
Terrazzo				✓					✓						
Paint						✓				✓					
Vinyl/fabric wall cover								✓				✓			
Ceiling system		✓				✓				✓					✓
							✓								
Power Generation															
Generators		✓							✓					✓	
Transfer switches			✓							✓			✓		

Transformers				✓			✓				✓				
Service wiring					✓							✓			
Substation			✓			✓				✓			✓		
Switchgear				✓			✓							✓	
Overcurrent protection			✓					✓				✓			✓
Power Distribution Systems															
Main distribution panel			✓											✓	
Wiring, conduits, & distribution panels				✓									✓		
Electrical receptacles					✓			✓				✓			
Circuit breakers						✓					✓				
Electric baseboard heaters			✓				✓							✓	

Heat trace								✓							
		✓			✓				✓				✓		
Landscaping Systems															
Irrigation		✓									✓				
Tree/shrub/flower bed plantings						✓								✓	
Turf/lawn															
Walks/plazas				✓			✓			✓			✓		
Playfields and Playground Systems															
Athletic fields		✓													
Hard surface courts			✓			✓						✓			
Swings				✓											
Safety mats										✓					✓

Gravel and containment						✓									
Markings/painting		✓						✓				✓		✓	
Vehicular Systems															
Parking lots		✓					✓						✓		
Roads/drives					✓					✓					
Curbs		✓					✓							✓	
Fire lanes				✓				✓			✓				
			✓							✓					✓
Site Utilities															
Fuel tanks		✓													
Fuel distribution piping				✓				✓							✓
Storm drainage		✓				✓				✓				✓	
Fire hydrant systems						✓						✓			

Specialties															
Toilet partitions		✓				✓				✓					
Display boards													✓		
Projection screens				✓				✓			✓				✓
Display cases															
Lockers			✓			✓						✓			
Elevators															
Waste handling equipment					✓			✓					✓	✓	
Food service equipment				✓											
Woodworking shop equipment							✓			✓					
Auto/engine shop equipment															✓
Vaults				✓					✓			✓			
Swimming pools					✓										

Raised computer flooring			✓				✓				✓			✓	

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