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Resource Conservation Management Guidebook is intended only as a guidebook for justifying, developing, and maintaining a Resource Conservation Management Program. The Washington State Department of General Administration and the Oregon Office of Energy are not responsible for program outcomes.

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THE RESOURCE CONSERVATION MANAGEMENT GUIDEBOOK



The purpose of this handy guidebook is to help you, the Resource Conservation Manager, develop and implement a Resource Conservation Management (RCM) program. This guidebook will be a valuable resource during program startup. It describes all the elements that make up an effective RCM program. It includes tools such as forms, spreadsheets and documents that you can use and modify to fit your situation.

By following the approach in this guidebook, you should be able to establish a successful organization-wide RCM program in a relatively short period of time.



 **How to Use this Guidebook**

This guidebook is divided into two sections—the **RCM Guidebook** and the **RCM Organizer**.

The **RCM Guidebook** provides everything you need to begin developing and implementing your RCM program. **Chapter 2—The RCM Program Implementation Plan**, provides the foundation on which the rest of the program is built.

Throughout the **RCM Guidebook**, you will see information and icons highlighted in the margins. These refer you to other useful sources of information. In some cases, you are referred to other chapters or the appendices that are pertinent to the particular subject. In other cases, you are referred to the **Resource Disk**—the computer disk that accompanies this guidebook.

The **Resource Disk** contains sample documents, spreadsheets and presentation materials. A complete listing of these documents can be found on the first page of each appendix. These materials were all created using Microsoft software. When reviewing the **Resource Disk**, make sure you include all files “*” and not just the “.doc” files. The last three letters of the file name indicates which Microsoft product was used:

.ppt = Power Point (presentation materials)

.doc = Word (word processing document)

.xls = Excel (spreadsheet)

The **RCM Organizer** accompanying this Guidebook provides the organizational framework for you to file and locate the policies, reports, schedules, and other materials you generate as you develop and implement your own RCM program.

A indicates Appendix material

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OVERVIEW

WHAT IS RESOURCE CONSERVATION MANAGEMENT?



Resource Conservation Management (RCM) is a management tool that gives you more control over the operating costs of your facilities. It helps you reduce costs, increase efficiency, prepare for deregulated energy purchases and promote environmentally friendly operations.

An RCM program is a well-coordinated effort to manage the resources and services used, and the waste generated, by your facilities. It involves careful tracking of resources and attention to operational efficiency. The program focuses on occupant comfort, cost-effectiveness and assuring that equipment is used only when needed. Operational savings are gained through organization, analysis and communication.



With a comprehensive RCM program in place, you can expect to see quantifiable results in the first one to six months. Most RCM programs achieve 10 to 15 percent savings on utility bills after the first year—depending on the number of facilities involved and level of management commitment.

RCM strategies have been used in industry and large corporations for many years. As markets become more competitive and public-sector budgets shrink, RCM programs are cropping up in many organizations—both large and small.



An RCM program strives to:

- *Reduce the waste of energy and water through low- or no-cost efforts*
- *Identify billing errors*
- *Promote recycling and composting*
- *Modify purchasing practices to reduce garbage*
- *Track resource consumption and revenues*
- *Identify and implement cost-effective capital projects*
- *Monitor efficient activities and communicate program status*
- *Recognize and reward effective participants*

What Are the Key Elements of a Successful RCM Program?

Resource conservation management is not new. Successful RCM programs have been implemented in schools throughout Oregon and Washington for several years. Similar efforts have also been developed in other states such as Texas, Pennsylvania and Ohio.

These programs and their guidebooks have a common set of criteria, which are considered critical to the success of an RCM program.


Key elements of a new RCM program:

- *Identify the RCM Manager*
- *Build top-level administrative support*
- *Organize and analyze resource consumption and services data (energy, water, garbage, sewer, recyclables)*
- *Cultivate the support of maintenance staff*
- *Develop RCM teams within individual facilities and at the organization management level*
- *Set clear goals*
- *Conduct audits and surveys of building resource consumption and use*
- *Provide all staff with resource conservation awareness training*
- *Support “idea champions” at all levels*
- *Provide incentives and recognition*
- *Make the program visible*
- *Monitor program effectiveness and communicate progress*

What Is the Role of the Resource Conservation Manager?

An RCM program needs support and cooperation from staff at all levels. But its initial development and implementation requires the dedicated efforts of one person or a small team. The most effective RCM programs typically are initiated and implemented by a single leader known as the Resource Conservation Manager. This guidebook is written specifically for the person fulfilling that role.

During your first months as the Resource Conservation Manager, you will be consumed with collecting and organizing data, conducting surveys, making recommendations, drafting reports, setting schedules and communicating to all levels of the organization.

Although you will do much of this work yourself, successful implementation of your RCM program will hinge on active participation from management, other staff, building operators and occupants. All of these people will be involved in carrying out the program’s recommendations. This means that you will need to focus heavily on team building, encouraging changes in behavior and fostering communication.

How Long Does It Take To Implement an RCM Program?

Resource conservation management is an on-going process. But the bulk of the work occurs during the startup phase, which normally lasts one to three years. This is the period when policies, guidelines and components of the program become a part of day-to-day operations. Capital projects are also identified and scheduled for implementation during this phase.

After implementation is complete, an RCM program can move into a sustained program mode. Although this stage requires considerably less effort, it is critical to maintaining the long-term benefits of the program.



Key Elements of a Sustained RCM Program:

- *Consistent tracking and analysis of resource consumption and services*
- *Monitoring deregulated energy purchases and facility operations*
- *Monthly/quarterly monitoring of program components (recycling efforts and facility surveys)*
- *Semi-annual or annual awareness training for facility operators and occupants*
- *Promotion and communication of program status (newsletters, bulletin boards, presentations, reports to facility operators and administrators)*
- *Recognition of efforts (awards, certificates of achievement, acknowledgment in newsletters).*

Without this minimum level of effort, the efficiencies gained by an RCM program could soon be lost. Changes in key personnel as well as reorganization or changes in management can also greatly impact an RCM program.