Facility Management Planning for Building Re-Occupation

Long-Term Facilities Planning

July 9, 2020
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Chris is a founding Principal of Facility Engineering Associates, with over 40 years of experience in building operations, facility management, and strategic facility planning. He is a Registered Professional Engineer, Certified Facility Manager (IFMA), Fellow of The Royal Institution of Chartered Surveyors, and IFMA Fellow. Chris is an IFMA qualified instructor and teaches in each of IFMA’s credential and professional development programs. Chris also teaches in the Graduate Program in Facility Management at Catholic University and in the continuing education programs at George Mason University and Rice University. He is co-author of the book, “Sustainable Facility Management, the Facility Manager’s Guide to Optimizing Building Performance”.
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01 Introduction
  - Integrating People, Process and Place

02 Communications
  Health & Safety considerations
  Space Planning

03 Q&A
  - what's next?
How do we move forward?

From Harvard Business School
Crisis Management for Leaders
Program COVID19 Novel Event
March 2020

In an unprecedented crisis, there are no pre-cooked answers. All we can offer is the best process.

1) Resist the pressure to provide quick answers (most of them will turn out to be wrong)
2) Remind yourself and others that
   - We don’t yet fully understand the situation
   - The situation is continuing to change
   - It will take time to learn / develop the best approaches
3) Activate the best process you can with the best people you can recruit

Set Reasonable Expectations
Facility management is the organizational function which integrates people, place and process within the built environment with the purpose of improving the quality of life of people and the productivity of the core business.
Our Objective:

FACILITIES THAT ARE
Safe
Healthy
Resilient
Productive
Cost-Effective
Strategic Contribution of a Facility Manager

Knowledge of your organization

Competency in facility management

Connections to the resources needed

“Activate the best process you can with the best people you can recruit”

Harvard Business School, Crisis Management for Leaders, Frameworks for Crisis Management
“Activate the **best process** you can with the **best people** you can recruit”

Harvard Business School, Crisis Management for Leaders, Frameworks for Crisis Management
How do we balance competing concerns?
A long-range planning framework

STRATEGIC FRAMEWORK

PLAN

- Prioritize essential functions / personnel determination
- Tenant relations & operational considerations
- HR requirements
  - Legal requirements
  - Fire/EMS requirements
  - Skilled personnel training & evaluation
- Asset / system building requirements
- Prioritize facilities / space / areas required to support essential functions/personnel
- Facility capacity & alternative Workplace programs

DO

- Communication requirements
- Interactions & dependencies with other departments
- IT & data security
- Contractor & vendor management / staffing plans
- Move plan / logistics
- Staff Wellness
  - Employee temperature SOP
  - PPE SOP
  - Social Distancing SOP
- Compliance with current government mandates
- Training for skills gaps

CHECK

- Wellness checks
- Production reporting
- Re-evaluate for current skill gaps

ACT

- Adjust staffing levels as needed to meet organizational needs while maintaining a safe work environment
- Provide employee training

COMPANY

PEOPLE

PLACE

PROCESS

Risk management
- What is the risk of delays?
- What is the risk of mistakes/oversights?
- What is the risk of inefficiency?
- Emergency Preparedness / Business Continuity?

Plan development

Change management

Policies / procedures development

Operational assessment

Peer reviews

Developing metrics & KPIs

Supply chain management (PPE, contractor health evaluation, etc.)

Site management (safety, workflow, site access, landscaping, etc.)

Active risk management (update risk register & mitigation strategies)

Fleet management (sanitizing protocols, shuttle, maintenance, etc.)

Proximity management

Visitor management

Pest management plan (review / update contracts)

Measure & validate

Reporting & analyzing results

Update risk tolerance & risk appetite thresholds

Mitigate new risks

Review KPIs & make adjustments

Sustainable commissioning

http://community.ifma.org/knowledge_library/
02 Communications

Health & Safety Considerations

Space Planning
The facility management role:

- Federal, state, and local requirements
- Understand organizational priorities
- Work with others (HR, EH&S, security, risk management, vendors)
- Communicate and manage expectations

Use critical thinking
Communication Planning

Coronavirus Disease 2019 (COVID-19)

Considerations for Schools
Updated May 19, 2020

- Federal
- State
- Local
- Organizational (Risk Management)
Organizational Priorities

Linking to Mission

Increased Enrollment
- Visibility & Appearance
- Quality of Facilities
- Services provided

Connection to Community
- Associations
- Veterans Outreach
- Connection to other institutions

Increased Retention
- Attract/retain staff
- Office & classroom environment
- Technology enabled

Student Success
- Advising centers
- Student safety
- Lighting/IAQ/HVAC

“Establish and maintain the connection to the Mission”

Mission and Vision

“We give everyone the opportunity to learn and develop the right skills so lives and communities are strengthened.”
Communication Planning

Working with others . . .

Risk Management
Organize policies and procedures

Security
Access and visitor management—own workshop

IT
Data integration & cybersecurity issues

Human Resources
Handling illness issues

Environmental Health & Safety
PPE requirements

Evaluate/modify/communicate internal mandates – Organizationally driven policies, practices, procedures

FM’s Role
Develop a communications plan. A key component to being prepared is developing a communication plan that outlines how you plan to reach different audiences (e.g., families, staff, community) including ensuring all communications are culturally and linguistically appropriate as well as accessible for individuals with disabilities.

- Monitor Local/State resources
- Single Point of Contact
- System for self-reporting symptoms
- Signage
- Reinforce contact info for staff, families
- Communicate COVID-19 information with staff
- Communicate expectations for PPE, hygiene
- Hold staff meetings on line
- Communicate COVID-19 information with families
- Intentionally and persistently combat stigmas
# Health & Safety Considerations

## Coronavirus Disease 2019 (COVID-19)

### Considerations for Schools

*Updated May 19, 2020*

### Interim Guidance for Businesses and Employers Responding to Coronavirus Disease 2019 (COVID-19), May 2020

**Plan, Prepare and Respond to Coronavirus Disease 2019**

- Older adults and people who have severe underlying chronic medical conditions like heart or lung disease or diabetes seem to be at higher risk for developing more serious complications from COVID-19 illness. [Find more information here.]

### CDC Industry Guidance

- Resources for Airlines
- Resources for the Ship Industry

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## Facilities and Equipment

- Asses job hazards for feasibility of engineering controls
- Ensure ventilation and water systems operate properly
- Alter workspaces to maintain social distancing. Examples include:
  - Configure partitions as a barrier shield
  - Move electronic equipment

## Monitoring and Communications

- Monitor state and local public health communications about COVID-19
- Encourage sick workers to report symptoms, stay home, and follow CDC guidance
- Develop strategies to:
  - Manage worker concerns
  - Communicate with workers

- Remind workers of available support services
- Communicate to partners, suppliers, other contractors on policies and practices
- Encourage social distancing and the use of cloth face coverings (if appropriate) in the workplace
- Use technology to promote social distancing (e.g., telework and virtual meetings)
- Cancel group events
- Close/limit use of shared spaces

### PPE

- Conduct workplace assessment
- Determine what PPE is needed for their workers’ specific job duties based on hazards and other controls

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*Monitor health guidelines*
Health & Safety Considerations

Promoting Behaviors that reduce spread

- Staying home when appropriate
- Educate staff & families
- Hand Hygiene and respiratory etiquette
- Cloth face coverings
- Adequate supplies
- Signs & messaging
Health & Safety Considerations

Primary Objectives:

Reduce Transmission Among Employees:
- Social distancing
- PPE
- Hygiene

Maintain Business Operations:
- Changes in space management
- Maintaining Health & Safety
- Managing operational requirements

Maintain a Healthy Work Environment:
- Managing the workplace/learning environment
- Managing meetings and gatherings
- Business continuity planning
Safety Considerations

Physical security measures
- Exterior openings
- Electronic monitoring and access control systems
- Communications systems

Security procedures, protocols, and plans
- Alterations needed for visitor management, proximity management, and PPE
Life Safety Systems

- Fire Protection
- Emergency Lighting
- Exit hardware
- Ingress/Egress
- Access pathways
- Accessibility
Key Takeaways: Health/Safety/Security

1. Access control & Physical Security
2. Functionality of Life Safety & Communication Systems
3. Balance Safety & Security with Building Health
Space Planning

Social distancing requirements
- Traffic flow, desk spacing, collaborative spaces
- Shared spaces
- Amenities; food service, break rooms, fitness centers
- Furniture arrangement

High-touch surfaces
- Moving through space – keeping security and fire code requirements in mind
- Use of shared equipment
- Keyboards, desks, doors

Environmental Health & Safety
- PPE
- Maintaining hygiene

Visitor management

Consider future changes

Space Use Changes
- Social distancing requirements
- Handling collaborative space
- Visitor management
Social distancing requirements

• Traffic flow, drop-off areas, school entrances
• Classrooms, laboratories, restrooms
• Food service, multi-media center, gyms, nurse’s stations
• Administrative spaces
Space Planning

Maintaining healthy Environments

• Cleaning & Disinfection
  ◦ Space seating/desks at least 6 feet apart when feasible.
  ◦ Turn desks to face in the same direction (rather than facing each other), or have students sit on only one side of tables, spaced apart.
  ◦ Create distance between children on school buses (e.g., seat children one child per row, skip rows) when possible.

• Shared objects

• Ventilation

• Water Systems

• Modified layouts

• Physical Barriers

• Communal spaces

• Food service

Install physical barriers, such as sneeze guards and partitions, particularly in areas where it is difficult for individuals to remain at least 6 feet apart (e.g., reception desks).

Provide physical guides, such as tape on floors or sidewalks and signs on walls, to ensure that staff and children remain at least 6 feet apart in lines and at other times (e.g., guides for creating “one way routes” in hallways).
Key Takeaways: Space Planning

1. Traffic flow
2. Classrooms
3. Common areas
Training and Education

- Target audience
- Content
- Method of delivery – in person, virtual, etc.
- Validation that training was effective and understood
Measurement and Monitoring

• What to measure?
• Quality Assurance (management)
• Quality Control (contractor)
• Documentation & Reporting

Lessons Learned

• Document
• De-brief
• Follow-up

Integration with Risk Management policies

• Emergency Preparedness and Response plans
• Business Continuity plans
Long-term facilities planning

What policies, practices and procedural changes are needed?

✓ Space management
✓ Occupant/Visitor health & safety
✓ O&M programs
✓ Cleaning programs
✓ Security protocols
✓ Emergency Preparedness
✓ Business continuity

Ongoing integration of FM services with:
  - HR
  - IT
  - Security
  - EH&S
  - Finance
  - Procurement
Agenda

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Up next . . .

July 13

July 16
Thanks for tuning in!

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