

Supplement to FMJ Electronic Edition by FMCC Member Contributors: Daniel Goldsmith and Peter J Stroup

Challenge: The Executive Committee, headed by the university President, wishes to begin reopening in late October, starting with first-year undergrads. They have asked FM to provide assistance and information to help decide which buildings to operate and the resulting numbers that can be accommodated. First year students have priority.

What are the considerations for reoccupying buildings required for lodging, instruction, study, and meals? What data and support will your staff need so that FM can assist the Executive Committee?

Daniel Goldsmith**COVID -19 Response Considerations relating to the University Environment**

Interestingly, the relationship between the Facility Manager and the University's Leadership is very critical and dynamic. As such, the recommended reconstitution strategies will focus on Communication, Campus Operation, Facility Management Staffing, and Data Considerations.

Communication Considerations

- University leadership messaging.
- Conditions on the University conditions regarding operation, security, law enforcement, sanitizer and cleaning.
- Behavioral expectations regarding washing of hands, social distancing, wearing/using protective gear such as masks and gloves.

Facilities Operational Considerations

- Staff: Manager, architects, engineers, operating engineers, labor staff, and janitorial staff.
- Building Accessibility/Operations: Classrooms available for assigned use by week by academic discipline. Assigned on-premise instruction provided to Engineering, Education, Business, The Sciences, and Information Technology.
- Residential: Single person occupancies in dorms.
- Faculty/Library Interaction: Online libraries, Microsoft Zoom, and Microsoft Teams.

Critical Data Sources

CDC COVID-19 Data Tracker <https://www.cdc.gov/covid-data-tracker/#cases>

National Center for Health Statistics <https://www.cdc.gov/nchs/covid19/index.htm>

Current Hospital Capacity Estimates <https://www.cdc.gov/nhsn/covid19/report-patient-impact.html>

Cases & Deaths by County <https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/county-map.html>

Access to Health Care <https://www.cdc.gov/nchs/fastats/access-to-health-care.htm>

Conclusion - These elements take into account the factors making up the environment consisting of government, healthcare facilities, and general state of community health. We believe that these recommendations will allow the University leadership to remain responsive, relevant, and attuned to their stakeholders among the student body and associated metropolis.

Daniel M. Goldsmith, DBA is Principal, Daniel M Goldsmith Consultancy LLC
www.dmgmc.com

Peter Stroup

Considerations for all campus facilities - Areas to discuss include building entry requirements & enforcement – health check, health attestations, entry exit separation, que provisions. Reviewing the suitability of ventilation, establishing social distancing, high touch surface disinfection programs with appropriate training, assessing available PPE, potable water systems flushing & disinfection, determining the availability of essential workers, changes in schedule/shift for essential staff & possible impact bargaining, contingency for an essential worker outbreak by separating into smaller teams by location, in shifts and alternate days of the week schedules. Evaluating the current cleaning supply inventory and supply chain confidence, processes for communications and enhanced cleaning where students, faculty, staff test positively for COVID 19 along with locations from contact tracing efforts, establishment of facilities for regular virus testing. As important, the design, procurement and installation of signage (>12,000 signs for a 2.5 million ft² medical school campus and growing.)

Lodging – occupancy consideration for 1st year students should be one student per room, determine maximum occupancy of restrooms/bathrooms, kitchens/kitchenettes, laundry, study spaces, close lounges, game rooms. Provisions for quarantine and isolation of resident students who originate from out of region travel, or self-identify symptoms while awaiting testing results, students testing positive, constant communication pathways with Student Administration staff. Contract or purchase of additional suitable space for individual student lodging such as hotels.

Instruction – Social distancing will lead to a lower than traditional classroom capacity. Considerations include partitions between students, maximum elevator & restroom capacities, one way staircases/stairwells, and providing local cleaning kits for use by individuals.

Meals/Dining – consider pre-packaged meals, eliminate some seats to establish social distancing, increase cleaning & establish disinfection. Develop a process for delivering meals to quarantined and isolated resident students. Consider outdoor options.

Facilities Leadership – increase communication pathways and frequencies. Consider daily zoom/webex among essential staff managers & supervisors. Consider a virtual weekly update open to all Facilities personnel. Keep comprehensive personal notes for future action and/or communications. Ensure lessons learned are captured for immediate and future consideration. Anticipate that changes can occur sometimes hourly. Routinely get out into the facilities and be seen by your workforce. As always, be a good listener and be willing to change/adjust. Consciously call upon all your people skills & motivation techniques. Be physically and mentally prepared for very long days and weeks. Establish backup personnel in the event you get sick.

Peter J. Stroup, PE is Principal of SAGE International FM and Executive Director of Facilities, Harvard Medical School

Editor's note - Although the challenge did not arise to reflect Peter's circumstances at Harvard Medical School, it was, coincidentally, a close fit. He opened the response below with "This is my exact situation!" Daniel went at once to communications and followed with operations considerations, then appreciable resources that he would follow up to the effect of furnishing his clients with perspectives to weigh rationale and risks. In anticipation of publishing complete responses in FMJ, there was a stringent limit on word count. Nonetheless, Daniel and Peter were able to frame the problem and compress a large number of particulars in a few short paragraphs. For a larger FM context re: understanding and working against the Pandemic, the [IFMA Foundation Pandemic Manual](#) is a competent and extensive resource.