Transitioning a New Facility from Construction to Operations

Presenter: Casey Martin, Chair FMOC
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About the FMOC

The Facility Maintenance and Operations Committee (FMOC) works within the industry to improve the performance and longevity of buildings and building systems through consistent, effective and proper facility maintenance and operation. The committee provides industry-wide, public and private support for the creation of high-quality facilities through improved maintenance and operation and real property management. It promotes the sharing and integration of procedures and disseminates best practices. FMOC also actively provides feedback on a number of National Institute of Building Sciences programs and interacts with outside agencies to improve facility maintenance.

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Presenter: Casey Martin

A subject matter expert, Ms. Martin works in the consulting practice at Jacobs Engineering delivering facility and asset management strategies. In this role, she consults with public and private organizations, providing full life-cycle perspectives throughout project development stages. Casey’s approach considers important long-term views such as total cost of ownership, reliability-centered maintenance practices, operation strategies, and processes and policies to align asset management with business and mission objectives.
Transitioning a New Facility from Construction to Operations

Casey Martin, AIA, AICP
2018 FMOC Chair
Volunteer Opportunities to get involved with the FMOC

Task Groups kicking off:

• Transitioning from Construction to Operations
• Artificial Intelligence (AI) in Building
• Design for Maintainability
• Total Cost Ownership
• ISO 41000 Facility Management Standards
• Comprehensive Capital Reinvestment Prioritization for a Property Portfolio: A Risk Based Approach
Overview

I. Defining Facility Transition Planning

II. Why is Facility Transition Planning important?

III. What are the core components of Facility Transition Planning?
Defining Facility Transition Planning
Facility Transition Planning

- Operational readiness
- Integrating into an asset portfolio
- Performs as intended
- Delivers the intended environment
Facility Transition Planning can encompass:

- Workforce Transition Planning
- Operational Readiness
- Training and Familiarization
- Trials and Simulations
- Risk Mitigation and Contingency Planning
- Move and Relocation
Facility Transition Planning can encompass:

- Concept of Operations
- Public Relations
- Opening Day Requirements
- Post Occupancy Evaluations
- Asset Management preparedness
- Facility Management preparedness
Commissioning is not Facility Transition Planning

Commissioning – prepares a facility for **static** readiness

Facility transition planning – prepares a facility for **dynamic** readiness
Why is Facility Transition Planning important?
By the numbers

Hospitals in the U.S.:

• 5,534 hospitals
• 894,574 hospital beds
• $5,220 avg daily cost/per bed

A hospital with 200 beds would lose over $1M for every day of delayed opening for patient care

Source: American Hospital Association, Fast Facts on U.S. Hospitals, 2018
Airports in the U.S.:

- 5,116 public airports
- The FAA services over 42,000 flights per day
- An average 747 can accommodate between 400-600 passengers

Source: FAA, Air Traffic by the Numbers
By the numbers

Airports in the U.S.:

Using $10 as the passenger enplanement average, an airport with 20 gates accommodating 747s with 10 flights at each gate per day would lose over $1M for every day of delayed opening.

Source: FAA, Form 5100-127, 2016 data
Value proposition

1. Seamless transition
2. Reduce startup costs
3. Higher quality user experience
4. Shift from reactive to proactive
Value proposition

5. Engagement of the operations and support teams

6. Increase the ability to respond quickly

7. Understand the risks and cost overruns associated with the transition
Core Components
of Facility Transition Planning
3 Key Components to Facility Transition Planning

Ensuring an opening day that delivers stable and reliable building performance is dependent on:

1. People readiness
2. Facility readiness
3. Information readiness
Workforce Preparation

Training needs – building specific:

✓ Building familiarization
✓ Wayfinding
✓ Health and safety
✓ Emergency procedures
Workforce Preparation

Training needs – **job specific:**

- Maintenance procedures
- PM frequencies
- Response times
- Prioritized locations
- Service levels
Workforce Preparation

Additional Considerations:

✓ Who to train
✓ When to train
✓ When to onboard for a new facility
✓ Knowledge transition from an existing facility
Facility Preparation

Perfect world scenario:

✓ Integrated handoff with planning, design & construction teams

✓ Aligned vision for maintenance strategy

✓ Transparent construction milestones and risks
Facility Preparation

Reality:

✓ Construction teams are under immense pressure to meet budgets and deadlines
✓ Long term maintenance and total cost of ownership are not always considered
✓ Opening day does not usually extend even when construction delays are realized
Facility Preparation

Considerations:
- Phased opening
- Scenario testing
- Stabilization period
- Asset management strategy
- Maintenance strategy
Facility Preparation

Engagement of support teams:

- Operations
- Security
- Environmental Health & Safety
- Facility Management
- Engineering
- Document Management
- Concessionaires
Information Preparation

Considerations:

✓ What construction information is needed to operate and maintain the building?
✓ What needs to be measured?
✓ What needs to be tracked?
✓ What data can become useful information?
✓ What are the priority KPI’s?
Information Preparation

Considerations:

- System integration
- Data integration
- Information management plan for maintaining data integrity
- Resource plan
- Asset Management Plan
Considerations:

- When to start collecting and compiling information?
- When to transition information?
- Who reviews and approves information?
- Who maintains information?
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The National Institute of Building Sciences Seventh Annual Conference & Expo

Facility Transition Planning:
Integrating your Asset Management Strategy
&
Developing a Defensible Service-Level Approach
to Facility Management Funding

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Questions?

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