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Answers to Questions in Sustainable Facility Management

Chapter One

Facility or Property?

1. Apartment Building **Property**
Commercial Office Building **Property**
Bank Building **Property**
Courthouse Complex **Facility**
City Hall **Facility**
Army Base **Facility**
Residential Shopping Center **Property**
School District **Facility**
2. The quality of office buildings is defined by **Class either A, B or C, or Sustainability Certification Level.**
3. The style of management where the manager actively participates in the ongoing work at a facility is **Hands On Management.**
4. The style of management that requires the manager to constantly update their knowledge of the workings of the facility through visiting the work areas and through visual observation is **MWBA.**
5. The four LEED levels a building can achieve are **Certified, Silver, Gold, and Platinum.**
6. **Culture** of an organization affect the way a property or facility is managed.
7. The British refer to buildings and the interior spaces they provide as the **Built Environment.**
8. The Japanese refer to the continuous improvement process as **Kaizen.**
9. Non-rentable space that is accessible by tenants is referred to as a building's **common area.**
10. A person who performs lease negotiations and has a state issued real estate license is known as a **Property Manager.**

11. Knowing the provisions of the various leases that apply to the facility management operation are important, because **lease provisions are legally binding on the property.**
12. List the sustainability job titles at large commercial properties and university facilities.

At a University

- Director of Sustainability and Energy Conservation
- Sustainability Manager
- Sustainability Analyst

Large Commercial Property

- Chief Sustainability Officer or Sustainability Manager

13. To be effective, before using the MWBA method a FM needs **to develop a structured plan for the walk and defining what is to be accomplished by the walk.**

Essay Questions

1. You are a manager at a high rise office building of 25 stories. There are over 200 tenants (companies and organizations) in the building. All leases state that you must provide an interior temperature of 72 degrees plus or minus 2 degrees. How can the FM use the four elements of TQM to meet the requirements of the lease, and to go beyond lease requirements? Is it is always appropriate to provide a 72 degree space temperature?

The FM should survey the tenant to discover what the tenant wants and how the space is actually used. There may be several areas where 72 degrees is unimportant to the tenant and they may agree to allow temperatures to rise in these areas. Consequently there are areas where the tenant might absolutely require 72 degrees (maybe for example, in conference rooms). By adjusting to the tenant's actual need, the building systems might be better able to serve the building load.

2. For a FM at a school district, the cost of maintenance service was continually going up. The FM wants to improve the maintenance staff's efficiency. The staff has been operating in the "janitorial mode" (as describe in the introduction) for many years. Discuss what the FM can do, and how the FM should apply TQM to this situation. What problems may arise when the FM tries to implement change?

The janitorial mode provides workers with limited skills. This means that outsourced service personnel must be called in to fix and maintain the building's equipment. Over time, with yearly salary increases for the janitors, cost of labor for the janitorial job function has risen well above market rates.

The FM in this situation should think benchmark other facility operations first. From benchmarking results, the FM may then consider using outsourced service personnel for the housekeeping/janitorial work, and hire in-house Facility Maintenance Technicians for the more

costly maintenance tasks. An evaluation of the changes and a cost/benefit analysis should be performed.

3. Why do some organizations have a manager whose job is dedicated to assuring sustainability, rather than passing that responsibility to their FMs?

Having a person dedicated to sustainability allows the organization to hire someone with a professional skill set who can implement a program that can be effective across the entire organization. Having a Sustainability Manager will ensure this standardization. It will also ensure that the overall goals of the organization are met.