



Considerations for School Facility Operations During and After COVID-19

We understand that times are different and changes are going to be made due to COVID-19, however, it's still vital that we ensure building compliance, safety protocols/procedures, and routine maintenance are still being performed. While some FM's are trying to get a jump on summer projects, others are trying to change or increase their cleaning standards, and most are struggling with staffing; we must remember that the first goal is to ensure that we keep ourselves and staff safe from COVID-19. This goal should be the first discussed when making a decision during these times.

We first recommend you follow all guidelines from the Governor's office, Department of Health, Department of Public Safety, AOE, and CDC. The information in this guide is intended to provide your facility operations with some thoughts to consider. As always you should feel free to contact our Risk Management staff if you have concerns or ideas in which you would like to discuss.

Use the table of contents to skip ahead by clicking on a topic below.

Contents

COVID-19 Web Links	2
Wellness Review:	3
Business Communication Review:	4
Cleaning Standards and Protocols Review.....	5
How Cleaning Standards and Protocols may change due to COVID-19.....	5
Fire, life safety systems, and building compliance:	6
Indoor Environment Review:	7
Security Review:.....	8
Other School Services to Support	9
Contractors and Vendors Review:	9
Risk Management Tool:	10
Important - Potential Economic Affects to Facility Operations:.....	11
Referenced Material	12

COVID-19 Web Links

To start here are some valuable resources to help assist with your facility operations during COVID-19:

Vermont Agency of Education: <https://education.vermont.gov/covid19>

Infectious Disease & Health:

Department of Public Health: <https://www.healthvermont.gov/response/coronavirus-covid-19>

National Institutes of Health: <https://www.ncbi.nlm.nih.gov/research/coronavirus/>

CDC: <https://www.cdc.gov/coronavirus/2019-ncov/community/schools-childcare/index.html>

WHO: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

Fire and Life Safety:

NFPA: <https://www.nfpa.org/Codes-and-Standards/Resources/Standards-in-action/NFPA-responds-to-the-coronavirus>

Department of Public Safety – Emergency Management: <https://vem.vermont.gov/covid19>

Cleaning/Custodial:

EPA's List N: Disinfectants to use against SARS-Cov-2: <https://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2>

CDC: <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>

ISSA: <https://www.issa.com/education/cleaning-for-infection-prevention/coronavirus-prevention-and-control-for-the-cleaning-industry>

Workplace Safety - OSHA: <https://www.osha.gov/SLTC/covid-19/>

Facilities Management:

IFMA: <https://www.ifma.org/know-base/coronavirus-preparedness-resource-center>

APPA: <https://www.appa.org/covid19-resources-and-guidelines/>

Facilitiesnet: <https://www.facilitiesnet.com/emergencypreparedness/tip/Coronavirus-COVID19-Resources-for-Facilities--45770>

HVAC and Environmental:

AIHA: https://www.aiha.org/public-resources/consumer-resources/coronavirus_outbreak_resources

ASHRAE: <https://www.ashrae.org/technical-resources/resources>

Department of Environmental Conservation: <https://dec.vermont.gov/>

Wellness:

Invest EAP: <https://www.investeapcovid19.org/>

VEHI Wellness Program: <https://vehi.org/wellness-program/>

Blue Cross Blue Shield: <https://www.bcbsm.com/content/dam/microsites/som/24-7-online-health-care.pdf>

Wellness Review:



While we're not recommending you take the school printer outside and take turns stomping on it, we are recommending that you take some time to relieve your stress. Millions of emails are going to space then back and operations are changing rapidly so you can't expect to know, or have control, of every change. Here are some quick tips for yourself and facility staff to help reduce stress and stay healthy:

5-Minute Stress Reliever

Body Awareness - notice how your body feels; where do you feel pain or discomfort? Standing tall, look down and notice the position of your feet. Point your feet forward, hip width apart and soften your knees.

Breathe – take a deep breath in allowing your abdomen and chest to expand; this conditions your diaphragm and decompresses the spine; breathe out with force like you're blowing up a balloon feeling your abdomen tighten; allow your breath to go back in slowly; relax your muscles; melt your shoulder blades, rest your head, wiggle/shake, walk around to see if you feel a difference; what do you feel? 70% of toxins are excreted from your breath; release tension or stressful thoughts through your breath.

Notice and explore all four corners of your feet; your big toe, little toe, outside heel, and inside your heel, rock forward and backward then try to stand centered; feel like your feet are grounded to the floor; shake (like a dog who just came out of the water).

Move your focus up to your calf muscles; are they tight; don't judge, just explore; if you move a certain way, does the tightness subside; move side-to-side, forward and backward.

Move your focus up to your knees, thighs, hips. Move side-to-side, does it feel better or worse? Does your back feel tight, is it too arched, how does it feel when you tighten your stomach to reduce the arch in your back?

Move your focus up to your shoulders, arms, neck and head; is your head over your feet or over your butt?

Whole Body Motions to Warm Joints

1. Circle your shoulder backwards
2. Move your head indicating yesses and no's
3. Make circles with your hips, knees, ankles and wrists
4. With hands above your knees flatten your back and then arch back; two or three times
5. Stand up, take a deep breath
6. Whole Body Shake- like dogs and horses do

Body Awareness – how does your body feel now after the warm-up?

Business Communication Review:

Communicating is what makes every facility operation successful and while communicating may seem difficult during these times we must shift the way we communicate, rather than cease interaction completely.

- Now is the time to take advantage of everyone's attention on cleaning and disinfecting to communicate the value in your custodial and FM staff. Make it known that costs in the industry may increase and additional support in this area will be needed. These conversations need to be discussed with all Principals and school administrators.
- Have a well thought out plan on how you think budgets and operations will be affected. These plans should then be in presentable form and discussed with Principals and school administration. Have supporting documentation ready to show your reasoning behind your plan and budgets.
- Key performance indicators are important for facility managers to develop as they provide information on the current state of the facilities and how goals and objectives are achieved. Some key performance indicators to track in the coming months are number of work orders/requests, backlog, status of budgets, number of emergency work orders, PM hours, and construction projects on-hold/in-process/to-be-scheduled. Fully understand what metrics are most important in making budgetary decisions, such as the age of your HVAC systems. A life cycle cost analysis may need to be performed.
- Be open and remain flexible for staff conversations. Develop a way to communicate with multiple people at the same time. Video conferencing software has value in keeping the team in order, however, it may be worth looking at using a chat system for your team. At the moment we may not have the luxury of bursting into people's offices or classrooms to start a conversation, however, we can create another avenue that allows everyone to communicate effectively. See if your IT department can set your team up with a secure system where you can all go to chat and share ideas. #longlivethepartyline
- Emails are being sent more than usual with remote working and social distancing. Remember that emails are legal documents of records and generally are considered by courts to be legally binding. Keep it professional and do not promise something to contractors via email without approval. Not to say you can't send funny dog memes to brighten someone's mood.



Know your resources and consultants available to you *cough, VSBIT Risk Management Team, cough*, and bounce your ideas or concerns off them. There is support out there for you and now is the time to use those professional relationships you've developed.

Cleaning Standards and Protocols Review

With a focus on the world's cleaning habits and health we must look into how our building operations can help mitigate exposure to COVID-19 through the power and value of cleaning.

- Continue to pay close attention to CDC and The Vermont Department of Health's guidelines and follow them.
- Cleaning standards have been in place for years, whether you use APPA standards or ISSA standards your school should already have an established cleaning standard in place. Adjustments to these standards should be made to include protocols to address infectious diseases, if not already in place.
- Understand that the Vermont green cleaning law does not regulate, "the sale or use of disinfectants and sanitizers, and recognizes the need for the use of these products in situations including food preparation and service areas, **infectious disease outbreaks**, and clean up of bodily fluids. Products making an antimicrobial claim must be registered with the United States Environmental Protection Agency (EPA) under the "Federal Insecticide, Fungicide and Rodenticide Act."
- READ ALL CHEMICAL MANUFACTURER'S INSTRUCTIONS AND REVIEW THE SAFETY DATA SHEET PRIOR TO USE! SOME CHEMICALS REQUIRE A MINIMUM AMOUNT OF WET TIME TO FULLY DISINFECT.
- Ensure that all custodial staff has been trained on the proper use of PPE, as well as hazard communication.

How Cleaning Standards and Protocols may change due to COVID-19

- As we all become germaphobes it is important to remember that we must be sensitive to how some may feel upon returning to school. There will most likely be a desire for staff or students to have assurance that surfaces were cleaned and that they have access to hand wipes/sanitizer. Students and staff should also be encouraged to wear face masks when sick – no shaming. To help with this change consider the following:
 - Do you need to change your cleaning standards?
 - Is there better technology to clean more efficiently?
 - Do we have enough supplies? Face masks?
 - What cleaning supplies should we provide each classroom? Should we include gloves? Create a classroom clean kit?
 - How can we best convey our cleaning standards to staff and students? Signage?
 - What's our expectations of staff and students to help keep a clean environment?
 - What guidelines are being provided by the department of health that should be followed?
 - Do we need to provide any training to staff and students? Signage?
- Better technology to clean more effectively and personal protective equipment will be sought after so it's important to work closely with your vendors/suppliers.
- Consider subscribing to cleaning magazines and email subscriptions to pay attention to how technology changes and to stay up to date with cleaning news. Here are a couple to start:
 - Cleaning and Maintenance Management: <https://www.cmmonline.com/>
 - Cleanfax: <https://www.cleanfax.com/>

Take advantage of this time to highlight the power and value of cleaning and how custodial staff are key to keeping everyone safe. Custodial staff ABSOLUTELY play an important role in making sure that students graduate!



Fire, life safety systems, and building compliance:

Limited occupancy may seem nice to some facility managers, but our building systems are designed to accommodate a fully occupied facility so close attention is required. While it's tempting to transition to summer mode it's important that school building systems remain operating, to some extent. There may be a push to save money, however, reductions should not be made in your fire, life safety, compliance, and security systems. Upkeep of these vital systems during this time should be made a priority in the coming months. Note that fire marshals, environmental agencies, and municipal services (permitting and licensure) may not be available at this time so be sure to make adjustments to any project timeline, but do not stop upkeep of your vital systems. Take a moment to review our safety and preventive maintenance checklists in the Appendices: [Self-Audit Safety Checklist for Classrooms](#) & [Self Audit Safety Checklist for School Building and Grounds](#).

Some systems that require inspections:

- Sprinkler Inspection
- Fire Pump Inspection
- Fire Extinguishers
- Kitchen Hood Fire Suppression Systems
- Fire Alarm System
- Boiler and Pressure Vessel Inspection
- Backflow Preventer
- Water Systems
- Above Ground Storage Tank & Underground Storage Tank
- Stormwater Permit Inspection
- Aerial Lift Inspections
- AED Inspections
- Electrical Hazard inspection
- Elevator Inspection
- Septic Systems

Services and utilities are an area where cuts can be made, but should do so with good planning and review. The last thing you want to do is shut a breaker off to a vital building system. Now is the time to use that highly accurate electrical one line diagram that shows all the building's branch circuits – right? Services such as woodshop equipment (other technical classroom spaces), gas for science rooms, and public/shared amenities (water fountains, refrigerators, coffee stations, etc.). Signage should be installed where services are temporarily shut down, and communication to interested parties should be made aware.

The ultimate goal with a partial shutdown/limited occupancy is to reduce costs and lessen unnecessary high-hazard services that require consistent upkeep/attention. You do not want to burden staff that are still using the facilities, nor do you want to cause any further damage to your facilities, so plan well and communicate with many.

We want to share two bits of information provided by the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) and the American Industrial Hygiene Association (AIHA) that addresses partial shutdown/limited occupancy:

ASHRAE:

“On the recommendation of the ASHRAE Epidemic Task Force, ASHRAE leadership has approved the following two statements regarding transmission of SARS-CoV-2 and the operation of HVAC systems during the COVID-19 pandemic:

Transmission of SARS-CoV-2 through the air is sufficiently likely that airborne exposure to the virus should be controlled. Changes to building operations, including the operation of heating, ventilating, and air-conditioning systems, can reduce airborne exposures.

Ventilation and filtration provided by heating, ventilating, and air-conditioning systems can reduce the airborne concentration of SARS-CoV-2 and thus the risk of transmission through the air. Unconditioned spaces can cause thermal stress to people that may be directly life threatening and that may also lower resistance to infection. In general, disabling of heating, ventilating, and air-conditioning systems is not a recommended measure to reduce the transmission of the virus.”¹

AIHA:

“Maintaining indoor environmental conditions is of primary importance—specifically, controlling relative humidity. Building heating, ventilation, and air-conditioning (HVAC) systems are designed to operate under a heat load produced by people, computers, lights, and other activities. People working from home and other altered occupancy patterns reduce a building’s heat load, which can affect an HVAC system’s ability to control relative humidity levels, creating conditions for possible mold and moisture damage to occur. Operating building HVAC and mechanical systems to minimize and control relative humidity during partial and complete closures is critical in order to avoid the growth of mold in occupied spaces and HVAC systems...Building water systems are critical and necessary to all building operations. Waterborne pathogens, particularly Legionella bacteria, have become a real threat to the general population, as reflected by a 650 percent increase over the past 15 years. Coincidentally, symptoms of Legionnaires’ disease are similar to those of COVID-19, both typified by fever, cough, and shortness of breath...Water that sits stagnant for an extended period of time in water mains, building plumbing lines, and water heaters loses residual chlorine disinfectant...Building operators cannot assume that municipal water suppliers effectively disinfect and flush the lines, or address growth that occurs in the building’s plumbing. The burden of care for managing waterborne pathogens has shifted to building owners and operators.”²

Indoor Environment Review:

While occupancy is limited it’s still important to ensure that the indoor environment remains a concern. ASHRAE has provided further insight:

“...a few actions related to HVAC systems are suggested, in case some spread of the virus can be affected:

- Increase outdoor air ventilation (use caution in highly polluted areas); with a lower population in the building, this increases the effective dilution ventilation per person.
 - Further open minimum outdoor air dampers, as high as 100%, thus eliminating recirculation (in the mild weather season, this need not affect thermal comfort or humidity, but clearly becomes more difficult in extreme weather).
 - Disable demand-controlled ventilation (DCV).
- Improve central air filtration to the MERV-13 or the highest compatible with the filter rack, and seal edges of the filter to limit bypass.
- Keep systems running longer hours, if possible 24/7, to enhance the two actions above.
- Consider portable room air cleaners with HEPA filters.
- Consider UVGI (ultraviolet germicidal irradiation), protecting occupants from radiation, particularly in high-risk spaces such as waiting rooms, prisons and shelters.”³

Take the time to consult with your HVAC/controls vendor or technician to employ filtration/gas-phase air cleaning strategies, check/change filters, check condensate pans, and maintain minimum ventilation rates.

- Inventory chemicals in the building and prepare for appropriate disposal, especially flammable liquids. All flammable liquids should be stored in an approved flammable liquid storage cabinet/space. Consider creating a paint policy that only allows low or non-VOC paint, and prepare disposal of paint that does not meet these standards. Be very careful in handling hazardous chemicals – do not handle them if you have not gone through HAZCOM training.
- Look out for wet or damp areas in the building to avoid mold growth. With the season changing, and the snow starting to melt around the buildings, water may find a way in. If you can safely access your roof then check the roof drains to ensure they are not clogged and you don’t have any pooling. [Click Here for Roof Inspection Form](#)

Efforts in indoor air quality, alongside custodial services, will gather some attention in the coming months and while there is limited regulation around IAQ, if any at all, that could change. There have been studies that show indoor air quality has an effect on student performance so it may be time to start investing in this area.⁴

Security Review:

Please take a moment to review our message from our security consultant Mark Moody:

While teachers and students are engaged in remote learning to minimize the spread of COVID 19, our essential maintenance staff are mostly alone making sure that things at the school buildings are safe, secure, and running smoothly.

Some administration personnel visit the interior of the buildings, while other adults and students have been showing up at the exterior of campuses to exercise or engage in other activities. The usual numbers of persons that could notice security related issues, criminal, or suspicious behavior are not in or around school campuses. This allows for illegal entry or illegal behaviors to possibly go un-noticed. Some adults and students are feeling frustrated or bored and may engage in behaviors that they might not normally be a part of.

It is suggested that our maintenance personnel increase their awareness and adjust to the new (temporary) state of affairs at our school buildings. The following bullet list of reminders and suggestions are offered to assist in this area:

1. Conduct a walk-around check of the exterior of school buildings when arriving for the day and when leaving for the day (looking for unsecure entry points, possible attempted illegal entry, vandalism, etc.).
2. Increase awareness, "Awareness, Referral, Follow-up" (A.R.F.) / "See Something Say Something".
3. Create protocols for alerting law enforcement, school administration, or others for a safe response/investigation that would comply with current COVID 19 guidelines. These protocols should prioritize and define reportable incidents or the need for consults by staff working alone on campus.
4. Provide all staff who are working in the buildings with proper working communication devices to be in contact with law enforcement, emergency services, and administration.
5. Advocate with the District or SU Administration Team to secure areas of the buildings that are not being used on a regular basis. Limit the number of people and their access to other areas of the school buildings.
6. Review all Security/Safety information in your School Security Safety Audit Report that was provided by Secure Your Building Consulting LLC and Vermont School Boards Insurance Trust (VSBIT).
7. Many fuel companies and other vendors have hired support staff to relieve other workers during these times. The new delivery personnel may not be familiar with your school building requirements or current updates. Create clear and large enough signs to be posted in appropriate areas for these persons to be notified of needed information. Contact the home office of each company ahead of time for preemptive information sharing.
8. Work with your administrative team to develop and adapt guidelines for maintenance personnel dealing with COVID 19. You are referred to the Vermont Department of Health, CDC, and the Vermont Agency of Education (A.O.E.).
9. See the Vermont School Safety Center web-site and Vermont School Crisis Planning Guide for further information.

Be Safe and Be Well.

Sincerely,

Mark L. Moody

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Other School Services to Support

IT - We hear about business continuity which for schools may directly mean the continued education of students. With students learning remotely it's important to ensure that IT has the full support of facilities staff. Understand the resources that they will require and accommodate to the best of your ability. This could be as simple as providing them assurance that you're paying close attention to the A/C unit in the server room.

Transportation and Food Service – We know that most facility operations are also responsible for transportation and busing services. With the directive for schools to provide breakfast and lunch to students we want to provide a few tips to ensure everyone's safety:

- Follow all guidelines from the department of motor vehicles and ensure that all contracted bus services are as well: <https://dmv.vermont.gov/blog/covid-19-school-bus-use-for-food-delivery>
- Restrict employees from entering residences and avoid delivering in locations with potential threats such as unrestrained dogs.
- Have employees wear high visibility clothing.
- Review the following checklist with kitchen staff: [Self-audit Safety Checklist for School Kitchens](#)

Mail and Delivery Services – So apparently USPS is running out of cash like the rest of us, but rest assured that these services will not go away. There's something about writing a check and sending the payment via mail – said no millennial ever. In facilities we may have little involvement, however there are times delivery services need access to the facilities, which presents an obvious challenge with schools being closed. Procedures should be put in place with plenty of signage that clearly instructs delivery services on your procedures.

Contractors and Vendors Review:

The first step here is to make sure you have enough toilet paper and if you have more than enough then keep it because it has superseded bitcoin as the new currency. Joking aside inventory management should be monitored as supply chains are disrupted. Be sure to communicate with all your vendors and contractors. Some may not be operating, and as the Governor starts to open the "spigot", they may be backlogged with requests. If contractors are deemed non-essential do not allow them on-site as they should be following all State and Federal directives. Other things to consider:

- Review of contracts are needed
 - Payment terms
 - Timelines
 - Other terms negotiated
- Protocols should be in place for contractors occupying the facility. Create a general policy to distribute to all staff that outlines these protocols of essential contractors only. Even after the stay at home is released, there will be additional guidelines from the state that should be followed.
- Municipal and state services may be closed which could affect permitting, licensing, inspections, planning and zoning groups.
- Consider suspending projects or canceling them entirely, for now.
- Consult legal if you're unsure how COVID-19 may affect your contract and understand your full rights if changes to the contract are necessary. It could be as simple as creating a change order with approval from both parties.
 - See VSBIT Multi-Line's Contract Review Program: <https://www.vsbit.org/multi-line-program-vsbit/resource-center/>

The overall goal is to stay home so while it may seem like a good time to get a jump on summer projects it's best to limit exposure by limiting building occupancy. You should only be allowing contractors on site that help keep your vital systems operating and are considered essential.

Risk Management Tool:

With a new focus on ways to keep everyone healthy and safe it's important to understand how to manage risk. The Hierarchy of Hazard Control was created by NIOSH to determine how best to implement control solutions. This tool should be used when trying to determine the most effective control solution when faced with a hazard. It's important to note what is most effective and least effective in the graphic. The first solution should always be physically remove the hazard from the school, and the last solution should be protect the worker with PPE.

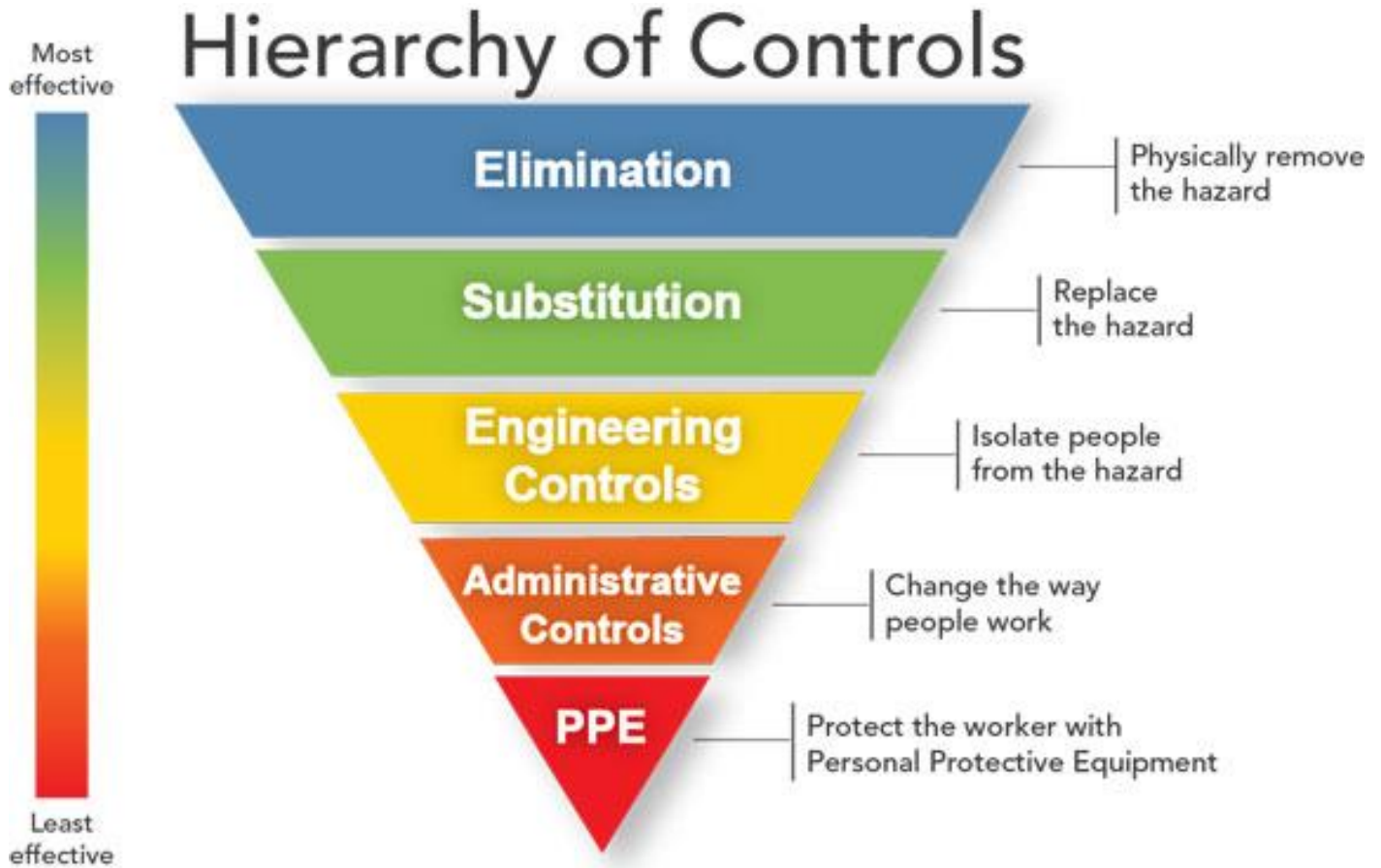


Image source: <https://www.cdc.gov/niosh/topics/hierarchy/default.html>

Although safety is everyone's responsibility, school facility staff are usually the ones presented with the challenge of implementing hazard controls. We recommend all schools or districts have a safety committee to discuss any hazards that come about. Controls should have full support of the entire administration to ensure proper implementation so it's important to discuss as a committee. Answer these questions in this order when faced with a hazard:

1. Elimination - Being our best option, can we remove this from our facility? y/n
2. Substitution - Can we replace this hazardous product with one that is safe? y/n
3. Engineering Controls - Can we design out the hazard? y/n
4. Administrative Controls - Can we adjust tasks/procedures, schedules, create policies, install signs and warnings, or require a buddy system? y/n
5. PPE - As our last resort, can we provide a product to protect the workers from being exposed to the hazard? y/n

VSBIT Risk Management Staff is here to assist with these decisions and to help your committee implement the best control method, so feel free to reach out if you have any questions.

Important - Potential Economic Affects to Facility Operations:

When the housing market crashed and we went into a recession one of the burdens schools had to bear were budget cuts, and this affected our school facilities in a way that put us greatly behind the curve in ensuring quality education. We lost school construction aid from the state and administrations looked to cut their maintenance budgets in efforts to continue to fund educational programs. It's expected in most recessions that we end up paying for it later and this was the case when it came to our school facilities. VSBIT has been making efforts to bring attention to the facility management (FM) role as we believe that FM staff plays a vital role in protecting school resources and ensuring that students graduate. As any person in finance or facility management knows, not investing appropriately (deferred maintenance) in your capital assets leads to long term high expenditures. It's important to understand what's vital, such as student and staff safety, fire and life safety, environmental protection, building codes and compliance, building structure, building HVAC, building plumbing, and building electrical. You cannot let these systems suffer due to budget cuts, and you must understand the current condition (life expectancy) of your larger capital assets.

During the recession we saw an insurgence in sustainability and significant investments were made to reduce utility costs. While Vermont schools have already made significant investment into green technology it may be sensible to believe that these efforts will be encouraged evermore. With global warming being an additional pressure towards renewable energy we can expect new technology to come about and we may even see some very attractive incentives. These incentives can be helpful when looking into upgrading vital building operation systems. When looking to cut costs it may be of value to your operations to keep a budget reserved for renewable energy investments.

Another area hit hard during the recession was the construction industry, which greatly affects how we manage our buildings. Contracting work out saves money and also reduces overall liability to the SU/SD. We saw a significant shortage in skilled laborers before COVID-19 and this was due to a large age gap in the construction industry. When the recession hit, and construction companies had to make cuts, they let go their younger workers with less experience and kept their older experienced workers.⁵ This may be why we see a lack of competitiveness in the bid process now. When businesses start opening up, we may see a rush in construction companies trying to play catch up and put workers back in the field, however, cuts may be made and the younger generation in construction may leave the industry again for a secure job/paycheck. This does not mean we should stop looking to contract work, we need to make greater efforts in our bid process and adjust our RFPs using performance based contract vs. prescriptive. So instead of saying, "mow and edge the grass weekly using commercial mowers", you'll want to say, "maintain a smooth, neatly trimmed, acceptable lawn, free of eroded or bare spots of weeds". This gives flexibility to the contractor to meet your objectives in a manner that is cost effective and efficient to them while also giving yourself the flexibility to argue that the outcome was not met. It may also be a good time to look at technical education in your SU/SD and see how you can support the skilled labor industry.

The classroom environment may change and we could see a reduction in classroom space needed if online or virtual classrooms are implemented in our high schools. As higher education has already made significant efforts to online education, we have not seen this implemented in K-12. It would be interesting to see if our public education makes any adjustments to easing our high school students into online education, as colleges and universities make their budget cuts and shift their efforts to online education.

As we start to address this new world and how it may affect our facility operations we must always put safety first. The vital systems that keep our buildings running, and the safety of our students and staff should be a high priority in the coming months. Changes will be made, budgets will be altered, and so now is the time to embrace your effective communication skills. As always you have the full support of VSBIT's Risk Management team who is here to help protect Vermont school resources. And remember, the facility operations staff plays a significant role in students graduating.

While it's difficult to address every function your facility operations should consider please reach out with any recommendations, concerns, or information that you would like to share with VSBIT Risk Management staff or others: ben@vsbit.org.

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