

Impactful FM

In megaprojects and beyond

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An Initiative by



Organized by



Driven by 25 years of FM evolution



- Sr Executive Director –FM /Imdaad Group
- MEFMA Vice President
- Global FM Vice Chair
- IAAPA Board Member- Entertainment industry
- Stints at leading corporations asset owner + service provider
 - Advisor & Consultant for various GCC government and private organizations
 - Sr Director Burj Khalifa
 - COO, Global Village
 - Dubai Parks & Resorts | SAM | Idama | Emaar | du | Etisalat



The concept of Impactful FM



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Impactful FM is my formula for the practice of Facility Management in acknowledgement of the impact it has – <u>commercial</u>, <u>economic</u>, <u>social</u>, <u>environmental</u> and more – beyond the apparent and immediately visible





Introduction

- 1. Who is attending the workshop ? Short introduction
- 2. Which industry do you support?
- 3. What is FM for you ? Input vs output /Deliverables
- 4. How can you optimized your benefits from attending this workshop





Introduction to FM



Snapshot of FM core competencies

Facility management (FM) encompasses multiple disciplines to ensure functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology.

To adapt to the **dynamics of client** requirements and **uphold our vision,** all the below 11 core competencies need to be well balanced and managed:

- L. Leadership & Strategy
- 2. Finance & Business
- 10. Project Management

9. Quality

- **Operations & Maintenance 11. Real Estate & Planning**
- 4. Technology

3.

- 5. Occupancy & Human Factors
- 6. Environment Stewardship & Sustainability
- 7. Emergency Preparedness & Business Continuity
- 8. Communication



Introduction: the FM model of EN 15221-1





Trends in FM





Sustainability Energy, waste & water management and environmental consideration **Risk management** Information security, business continuity



Efficiency / cost control Quality and budget control, information & communication technology



HR Baby boomers, diversity, mobility



Existing buildings Maintenance, retrofits, energy/ water reduction



What is a megaproject



Typically defined as a project that exceeds US\$1 billion in development cost





Impactful FM and megaprojects

- Given their scale and complexity, megaprojects are the pinnacle of FM excellence
- Complex to define than with a numerical threshold
- Megaprojects are usually characterized by
 - Political sensitivity
 - Long delivery span (usually over four years which includes planning, design, and construction
 - High complexity
 - High risks
 - Large number of internal and external project stakeholders
- In some geographies (notable example China) most construction megaprojects are broken down into several constituent projects, which are then executed separately





Megaproject lifecycle challenges

- Review of Total Cost of Ownership is rarely practiced
- Involvement of FM subject matter expert from design is required
- Setting up operational strategy as early as possible key to success
- Transition in various lifecycle stages lays ground for successful operational culture





Impactful FM journey



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 - Technology

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- 5. Occupancy & Human Factors
- 6. Environment Stewardship & Sustainability
- 7. Emergency Preparedness & Business Continuity
- 8. Communication

- 9. Quality
- **10. Project Management**
- 11. Real Estate & Planning



1. Long-term FM planning in megaprojects



Capital expense

Investment misalignment

Budget Pressure on Government operating budget



Environment Sustainability drive



1. Long-term FM planning in megaprojects





1. Long-term FM planning in megaprojects





1. Long-term FM planning in megaprojects





2. Headache Management & Diagnosis Effectiveness



What is happening when you start S handover

Short-term solutions are needed



Lead by example –understand & align



FM needs for headache management

• FM Strategy

- Business processes and workflows
- Operation budget and cost allocation
- Complaint registration
- Inventory control and tool management
- Manpower management
- CMMS / CAFM Solution





3. Doctor's involvement, birth certificate approach - giga projects



Start right – how



Roadmap to success - PBC



Clarity of drive - why

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3. Doctor's involvement, birth certificate approach -





3. Doctor's involvement, birth certificate approach -





3. Doctor's involvement, birth certificate approach -

FM stakeholders roles to enhance FM industry standards





3. Doctor's involvement, birth certificate approach -

Birth Certificate definition

The Birth Certificate Approach [BCA] is the process of capturing all building details essential [but not limited] to managing all potential risks and ensuring all liabilities of construction stakeholders are identified...

Ali Alsuwaidi





3. Doctor's involvement, birth certificate approach -

Birth Certificate approach

Creating Birth Certificate Approach for buildings and Facility Management value-add during transition and handover stage

- A Birth Certificate captures all essential information of a new "entity"
- A certification and documentation for use by building caretaker
- Risk is amongst the most essential detail of a building to be analyzed
 - BCA enables proactive management of risk
- Is prepared by those most intimately associated with project development
- A powerful risk management tool







3. Doctor's involvement, birth certificate approach

Handover and transition – getting it right

The golden handshake between the project stage and ongoing operations, transition & handover lays the foundation for long-term success...

- Ensures a smooth, hassle free process for all stakeholders a primary success factor
- Minimizes disputes, helps with dispute resolution between developer and owner
- Buildings today are state-of-art, super high-rise FM drives the handover

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- Defines optimum levels of operation & maintenance to ensure sustainability
- Helps highlight gaps and methods to overcome gaps during construction close-out
- Has to be managed in a strategically planned, structured, process-driven manner
- Standard checklists, guidelines must ensure transition teams implement best practice



3. Doctor's involvement, birth certificate approach FM input into design

FM related design reviews and gap analysis convert buildings from being great in form to being optimum in form & functionality

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3. Doctor's involvement, birth certificate approach Understanding FM related design gaps

- Discussion on role of an FM consultant at design stage of a project
- Ideal situation is to have the FM consultant onboard along with the Project Design Consultant - why?
- What are FM-related design gaps





3. Doctor's involvement, birth certificate approach

Considerations for MEP Systems- risk analysis

Building System	Supertall – Unique Considerations
Chilled water, condenser water, hot water, domestic water, fire water systems	Hydraulic pressure
Supply air, exhaust air, life safety, smoke control	Shaft sizes, louvers, plant room location, stack effect
Electrical systems	Voltage drop
Lightning systems	Coordination with structure
Stack effect	Very high





3. Doctor's involvement, birth certificate approach

Key success factors in doctor involvement

Lifecycle Costing Brief – at Concept Design stage

FM Design Reviews | FM Space Requirements

Operational Brief, Strategies – at Detailed Design stage

Resolving operational limitations (risk)

Empowering the FM Consultant







3. Doctor's involvement, birth certificate approach

Criticality of handover resource

What it boils down to is this: a transition process, much like any other process, is only as good as the people who operate it...





3. Doctor's involvement, birth certificate approach



- 1. What is a transition?
 - a. How long does it extend?
- 2. The magic of a Responsibility Matrix
- 3. Integration of back-office and front-desk
- 4. Criticality of the SOP
- 5. Clear workflows a key success factor
- 6. Operational Dashboards SLAs / KPIs
- 7. Defining training requirements



3. Doctor's involvement, birth certificate approach

FM Manager's Communication Responsibilities During Handover

Agree who is **responsible** for the handover

Define the contractor's liabilities

Coordinate closure of gaps during DLP

Communicate what needs to be handed over

Define and control quality of documentation

Engage effectively with the service provider

Define and communicate all training needs





3. Doctor's involvement, birth certificate approach

FM FACILITIES																											
Facilities	Room Reference	Work Stations	PC / Telephone	Centralised security Svstem	Power - Mains	Power - 3Phase DB	Isolator	vval Power sockers (dai ible)	Dust / Fume Extraction	Fresh Air Ventilation	Water	Hot Water	Belfast sink	kitchen sink and hench	Hoor Drainage (water)	Oil Separatar pit	Grease Pit	Water/damp proofing	Sound Proofing	Hre Protection systems (ce per code)	Emergency Lighting	Lighting	UPS / Emergency Paular	Air conditioning	Statutory Signage	Fit Out	
Management Centre	1	_	_	_	_			_		_											_	_		_	_	1	
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																											consumables and cl
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operators / mobile																											and FACC. It will rec
backup																											reviewed when exte





3. Doctor's involvement, birth certificate approach





3. Doctor's involvement, birth certificate approach





3. Doctor's involvement, birth certificate approach

Controlled commissioning of equipment ensures that the facility goes live successfully and keeps ticking in good health

Critical to document T&C Strategy and sign-off on the same

Clear definition of Roles & Responsibilities of all parties involved

Ensuring verification of Installation Standard before T&C

Defining T&C role and reporting line for third parties

Partial T&C | Full verification

T&C for: BMS [+interface with MEP Systems], Fire Safety [with Cause & Effect], HVAC





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Technology + testing & commissioning

Advantage of ELV/Technology Systems During Transition & Handover






3. Doctor's involvement, birth certificate approach

Handover documentation

- Preparation of handover documentation strategy plays an important role in taking over a facility
- Takeover team should understand from the project team the contractual obligations of the Main Contractor and prepare handover checklists in line with contract



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3. Doctor's involvement, birth certificate approach

Critical references

As-built Drawings	Detailed Snaglists & Condition Assessments
Asset Registers	Official Documents [NOCs, Occupancy Certs.]
O&M Manuals	Cause & Effect Document – Firefighting
T&C Documents from Contractors	T&C Process & Reports





3. Doctor's involvement, birth certificate approach

Operations rediness workflow process

Review Of Operations & Maintenance Manual	Review of Asset Register	Service Agreements	Ζ
Review of FM / DLP	Review of As Built SLD's (Single Line Diagrams)		
ELV System Review of special system	Energy Consumption Calculations	 Gas System District Cooling Elevators 	
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4. Customer experience in FM as measure of success



User pain



Operator blind spot



Customer need reflection





4. Customer experience in FM as measure of success

Guiding principles for customer experience

- Visibility is synergy
 - Act like a customer
 - Customer Journey & Experience Peak hours
- Operations of strategy is a reflection of customer need





5.Proactive strategy and data criticality



Roadmap to success



Long-term approach



Quick gain and clear diagnosis





THE 20TH INTERNATIONAL OPERATIONS & MAINTENANCE CONFERENCE IN THE ARAB COUNTRIES

Proactive strategy and data criticality – mobility





Proactive strategy and data criticality







Proactive strategy and data criticality – monitoring, dashboards







Proactive strategy and data criticality





		F	M SERVIC	CE REPORT	Imdaad
Imdeed SR No./WO No		19-558907	Rep	orted Date & time	2019-09-04 00:00:00
Customer /Facility Cate	gory	EMIRATES NBD	- DUBAI, OFFK	CES	
Location / Branch		ENBD-DXB-OF			
Description of Service		PM SERVICE FO	OR FAN COIL UN	NIT, P1 PARKING AREA	
Service Category		PM		Priority Level	Other
Service Call Reported B	by .	604948		Phone No	048128847
Actual Date	Date (from)	2019-09-06 02	:32:27	Date (to)	2019-09-06 04:43:13
			F	Photos	
Z2-20972195 CNID-HOD AC	314522 11.04 11 11.04 11		InPro	gress	.48.89.441 203-2033. After
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Remedy	PM-REM # Prev	entive Maintenar	nce done as pe	r JobPlan	
Remarks	Ppm done				
			Custom	ner Feedback	
Quality			Response		
Completed by Team 1		Confirmed b	y Customer I		
VIGNESH SAKTHIVEL # 609476		Name			
		Signature			





Proactive strategy and data criticality – incident reporting (app)

Incident Location & Date	2 3 e Incident Details Root Cause Anal	1 Jent Location & Date In	2 3 cident Details Root Cause And	alysis	2 of 3
Building Name / Location *	Meydan M Building	Root Cause Analy	sis		
Date & Time Of Incident *	🗒 18-Jun-2019 05:28	Machines/ Equipment *	Lubrication failure, Power failure	> Image Upload	image.ipg
Service Reference	19-12334	Manpower *	None	> Description	Inorganic
Name	Bijov	Methods *	None	>	
	Doruado	Measurements *	None	>	
Email *	kannan.ramasamy@imd	Material *	None	\geq	
Reported Date	31 20-Jun-2019	Environment *	Heavy rains / Tsunami / Typhoons	>	
		< Back	3/4 Next		



Proactive strategy and data criticality – innovation and tech





6. Pilot Position



Know the problem



Analyze with clarity



Reliability through more data



Pilot position







Centralized monitoring & control





Reporting and dashboard







Pilot position





7. Scale up to get nuclear impact



Comparison approach (similar buildings, similar systems)



Scale up the impact



True smart city approach



7. Scale up to get nuclear impact





7. Scale up to get nuclear impact





7. Scale up to get nuclear impact

MONITOR

- Use executive reports and dashboards to present KPIs related to the performance of their building portfolio
 ANALYZE
- Collect building performance metrics (e.g. utility usage, cost data and mechanical system data) to perform analysis to determine where optimization can improve energy efficiency.

ACTION

 Implement Energy Conservation Measures (ECMs) based on ESP analytics to realize energy savings and validate through Measurement & Verification (M&V) analysis.







7. Scale up to get nuclear impact

Proven cost savings with implementation of technology





Operations 15% - 20% operational savings



Maintenance Efficient utilization of resources







8. Disruptive technology base FM sustainability

"It is very important to have a feedback loop, where you're constantly thinking about what you have done and how you could be doing it better." Elon Musk

The leaders who drive FM are what make it impactful

Leadership with passion

Passion with <u>drive</u>

Drive with result

Details of Assets for which daily inspection is performed

Asset Classification	Count	Daily Inspection	No. of inspection per day	Avg. Time of Inspection (Minutes)	Proposed location	Craft Required
CHILLER	6	Yes	3 Times	10	R441	AC Technician
CHILLED WATER PUMP	11	Yes	3 Times	3	R441	AC Technician
MAIN DISTRIBUTION BOARD	153	Yes	1 Time	5	R531 & R441	Electrician
CAPACITOR BANK	122	Yes	1 Time	5	R531 & R441	Electrician
AHU & FAHU	40	Weekly	1 Time	5	R531 & R441	AC Technician

FAHU and MDB/Electrical room has been selected for POC and below are the respective Daily inspection checklist

	FRESH AIR HANDLING UNIT				
1	Check unit for physical damage, rust, deterioration, leakage				
2	Check all panels, doors, door locks and light for proper operation				
3	Check for any undue noise or vibration				
4	Check & Note the water pressure gauge for inlet				
5	Check & Note the water pressure gauge for outlet				
6	Check the belt condition, clearance and adjust or replace if necessary				
7	Check & Note the thermometer temperature for inlet				
8	Check & Note the thermometer temperature for outlet				
9	Check Electrical connections of panel board				
10	Check unit mountings / anti vibration pads				
11	Check the actuator / valves for proper operation				
12	Check the chilled water pipe line leaks, insulation and cladding				
13	Check the damper flap movements				
14	Check and clean the condensate drain lines, drain tray				
15	Check for any cooling coil leakages and damages				
16	Check the physical condition of the ducts				

MDB/ELECT ROOM					
1	Door, hinges, lock condition and lightings				
2	Check if any unusual noise, vibration				
3	Check selector switches (set to Auto-Mode)				
4	Check if any trip/ overload indicated				
5	Record the current				
6	Record the voltage				
7	Check if the Unit is properly operating				
8	Check Thermostat Settings - Temperature 24 degrees, Auto mode				
9	Check if any leakages				

FRESH AIR HANDLING UNIT



Room Temperature and Humidity (External/weather is optional)





Room Open/Close



Know AHUs Duct Supply and Return temperature in real-time and act accordingly. This allow technicians to act before employees complain

**

Air velocity helps facility managers gauge and track HVAC performance by measuring system airflow and building/room pressure



↓).

water leak detection will alert you in real-time if water has reached certain areas

Differential pressure sensors lets you know the status of your AHU filter thus allowing you to be reactive rather than predictive

High temperature means friction and high vibration can indicate bearing or alignment issue = time for predictive maintenance

Power consumption monitoring (combined with vibration analysis) allows you to know the status/health of your motor

Pressure sensor for inlet and outlet water gauge

* To be used with other asset ****** Not Available in Stock

FRESH AIR HANDLING UNIT – POC PLAN

Sensor Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
Duct Temperature Sensor		If there is existing entry point to the supply duct we will use it otherwise we need to drill. We will fixe the side of the duct by double tape	1	This will return supply or return duct temperature in degree celcious to our online portal
Water Leak Sensor		Placed inside the water tray of FAHU. The 3 meters rope will detect water anywhere along the rope.	1	Will return 'true' value when water is detected
Differential pressure sensor		One pipe after filter (we saw existing entry) and other pipe in the same room to take the differential pressure	1	Will return differential pressure value in Pascals before and after filter
Vibration sensor		Double taped on the motor to detect vibration pattern and temperature	1	Returns vibration frequency (Hz) and velocity (mm/s)

FRESH AIR HANDLING UNIT – POC PLAN (CONT'D)

Sensor Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
Pressure Sensor		Requires T-gauge. The pressure transducer will connect to existing gauge and start measuring pressure (it works on gas and liquid)	1	This will return supply or return pressure readings in PSI

Gateway Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
Cellular Gateway		Placed on a flat service in FAHU room or double taped to the wall. One power plug is required. The Cellular gateway includes Data SIM card	1	Will collect information from all sensors wirelessly every 10 minutes. However for triggering events (such as water detect) it is real time. The gateway pushes the data to our cloud based monitoring system.

ELECTRIC ROOM



* To be used with other asset

ELECTRIC ROOM – POC PLAN

Sensor Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
3-Phase Current Sensor (Up to 500 Amps)		CT coils to be wrapped around the 3 phase wires.	1	This will return current consumption on Amps. If we manually add the voltage, it will calculate and plot the power in Kilo Watt Hours
UNTERFACE VOLTAGE METERS 500 VAC Meter		Connected or wired to voltage source, this sensor will measure the voltage	1	Voltage sensor will return value in Volts
Room Humidity	Carra Barra	Placed in the room, the sensor measures ambient humidity and temperature readings	1	Returns humidity value in (%) and temerature value in deg C
Dry Contact sensor		Wired to a switch, this sensor will be triggered whenever it detects a closed circuit	1	Returns loop closed or opened value. It has another usage with existing smoke detection.

ELECTRIC ROOM – POC PLAN (CONT'D)

Sensor Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
Open/Close Sensor		Using magnet detection, open/close door will detect if room door or panel door is left open.	1	This will return open or closed values
Temperature Sensor		Measures ambient temperature inside the panel	1	Returns panel internal temperature in deg C

Gateway Type	How it looks like?	Where it is installed & Method of Installation	POC Qty	Result
Cellular Gateway	A CONTRACTOR OF	Placed on a flat service in FAHU room or double taped to the wall. One power plug is required. The Cellular gateway includes Data SIM card	1	collects data from all sensors every 10 minutes. However for triggering events (such as water detect) it is real time. The gateway pushes the data to our cloud based monitoring system.

MONITORING PLATFORM – SNAPSHOT(1)

Sensors Landing Page





MONITORING PLATFORM – SNAPSHOT(2)



8. Disruptive technology base FM sustainability

Digitalization is changing the paradigm of how we engage with the built environment – as users and as its curators. Smart sensing, IoT, AI / ML, web and mobile apps are bringing technology and power of smart analytics to the fore.

The foundational change in culture:

- Data-centricity & continuous improvement as key drivers of strategy
- Quick wins and waste reduction
- Engaging tools to increase competencies
- Better integration
- Data-driven decision making



8. Disruptive technology base FM sustainability

Technology and data-driven culture – **case in point**

Dubai Silicon Oasis

Enhanced health of systems while also looking at energy consumption with comparisons of day-to-day, month-to-month and year-to-year trends.

Harnessed data and made it actionable to enable proactive decisions

Strong example of how a data-driven strategy is a critical component of FM having the right impact on megaprojects





Technology & data-driven culture



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- Observe facility operation at peak hours
- Analyze the data source, use data to improve effectiveness and customer satisfaction
- When facility is operating at peak (i.e. maximum number of users are present in the building) and weather condition is harsh, you can understand the operational parameters of the system at the full capacity of the various facilities.
- This is where you can analyze data from the system that will help you identify patterns to further improve your approach to managing, operating and maintaining this building
- This is the joy of collecting data, analyzing it and finally making a decision that is based on facts that enhance your own expertise and adeptness and reading the trends to make decisions.



Impactful FM In megaprojects and beyond

THANK YOU!

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