



# 4 Steps for Fast, Data-Driven Operational Adaptations

## Step One

### ✓ Establish a Baseline

Before you can adapt, you need to know where you stand.

- Decide what day-to-day operations must be maintained to continue providing critical services.
- Once those operations are determined, gather and organize all viable data, including labor and equipment costs.
- Look for operational strengths and areas of improvement.

With a baseline established, you can list potential modifications to operations and the time and costs necessary to make them.

## Step Two

### ✓ Assess Performance

A solid baseline allows you to assess how your operations and facilities have performed in the past. Metrics to a benchmark may include:

- Funding
- Staffing
- Workloads
- Project delivery

Analyzing how you have performed historically will help you plan for the future.

## Step Three

### ✓ Model Potential Scenarios

You know what is critical and how you have performed in the past. Now it is time to use data to understand the realities of potential facilities and operations decisions. Important scenarios to consider may include:

- Furloughs and staff reductions
- Sweeping cuts to operations and maintenance budgets
- Alterations to HVAC systems
- Decontamination and enhanced cleaning methods
- Total suspension of non-essential services

## Step Four

### ✓ Make Balanced Decisions

Making an informed decision in a time of crisis means balancing timing, availability of information and communication. By understanding current market conditions and leveraging critical data points, leaders can discuss potential plans with stakeholders. Once that input is received, leaders can make balanced decisions that serve the community.