

# Repurposing **Vacant Tall** Office Buildings & Spaces

**Battalion Commander Jerry Tracy** **FDNY** (ret)

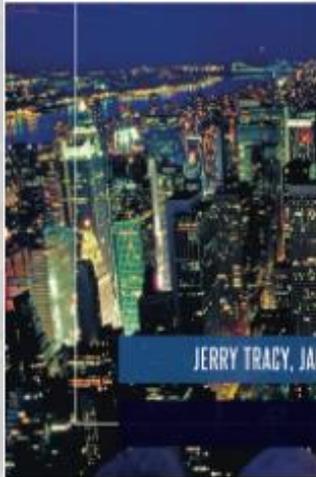
# Repurposing

## Office Buildings & Spaces

**WHY?**

# HIGH-RISE BUILDINGS

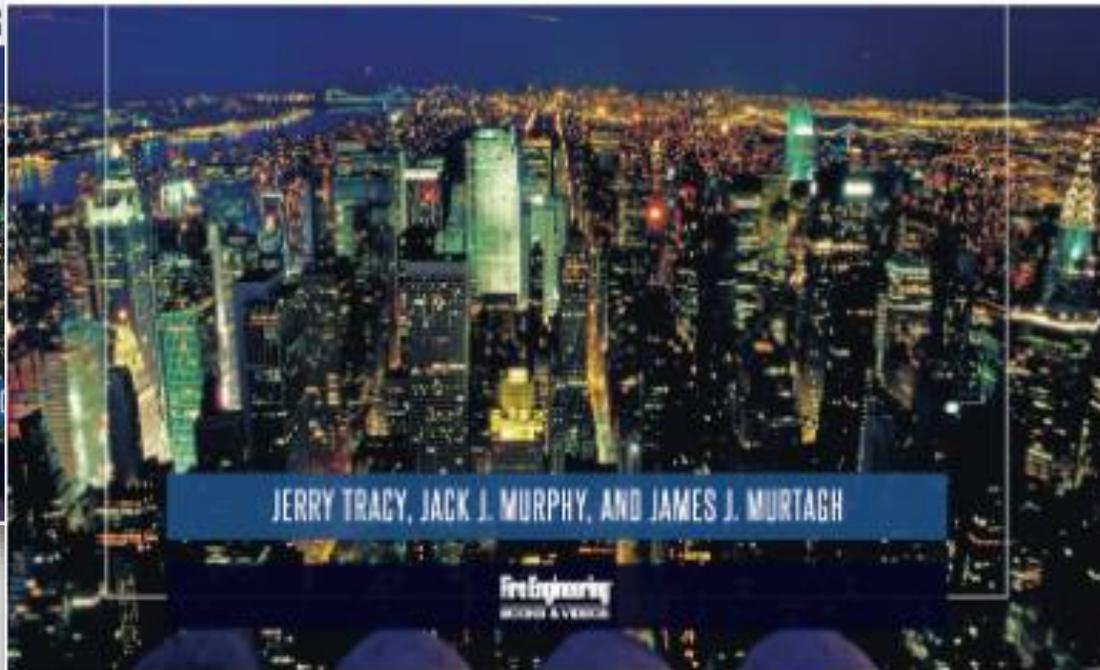
UNDERSTANDING



JERRY TRACY, JACK J. MURPHY, AND JAMES J. MURTAGH

# HIGH-RISE BUILDINGS

UNDERSTANDING THE VERTICAL CHALLENGES



JERRY TRACY, JACK J. MURPHY, AND JAMES J. MURTAGH

Fire Engineering  
BOOKS & VIDEO

11

Line:  
skyscraper



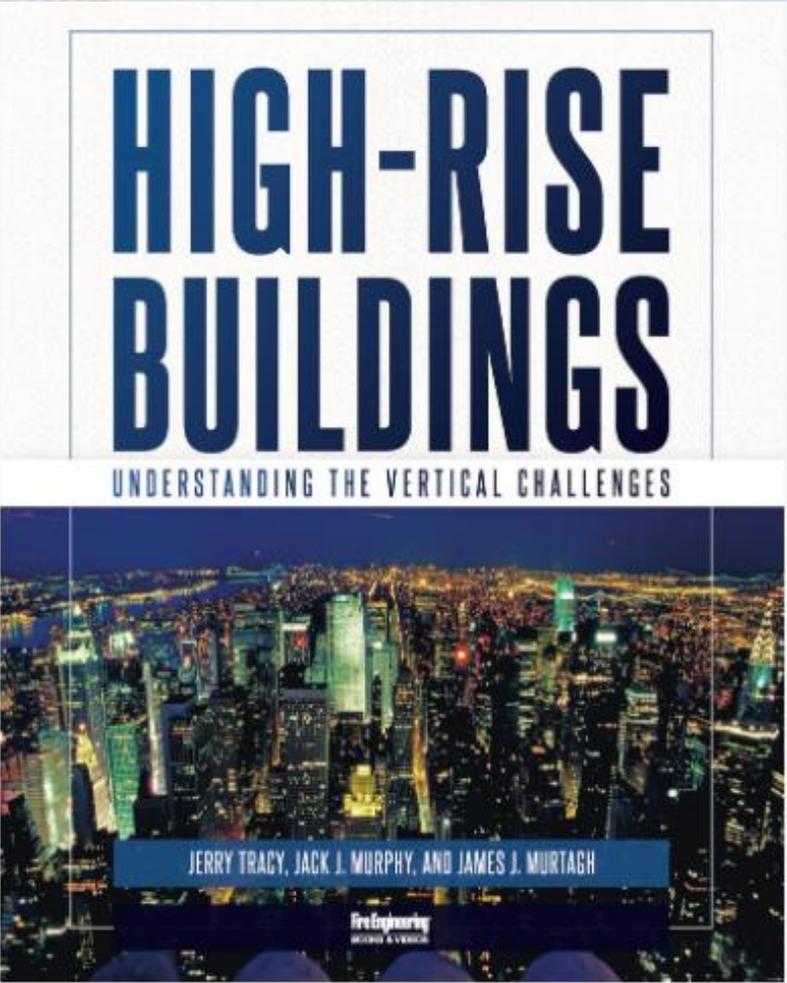
New York City prime location without the Twin Towers appearing in the background and the Empire State Building

The fire service using explosives as a tool for building demolition (fire demolitions) by removing buildings (fire demolitions) to prevent fire travel. By the early 1850s, San Francisco had been repeatedly decimated by a series of fires. As a possible solution for preventing future fire occurrences, city officials appointed a demolition committee, whose official duties included the authority "to blow up any buildings with gunpowder which he may deem necessary for the suppression of such fire or for the safety of the city."

New York City enacted legislation granting authority to the FDNY fire commissioner to form a demolition unit, referred to as the *Miners Corps*.<sup>5</sup> When called on, they were led by the chief fire engineer, whose duties were to act as an incident commander. They were to operate under the guidance of Assistant Chief Charles F. Conroy in the demolition of buildings in the path of fire travel, including the removal of structures or parts of structures.

# Chapter 11

## Section 11.1.1



that were left standing after the fire had been extinguished and were in danger of collapse.

Blasting operations are also used to excavate bedrock to reach levels that will accommodate the building foundation and below-grade sublevel areas. These new below-grade floors (e.g., cellar, subcellar, sub-subcellar, etc.) are used for building utility systems, machinery spaces, storage spaces, and parking, if required. This provides the space and foundation to support the structure. If blasting is not required, the site may be excavated with heavy equipment to reach the depths required and/or the bedrock to support a high-rise building. Piling or other foundation supports (e.g., micropiles, ground anchors, or pipe, screw, or helical piles) may be drilled in positions to support the load of the proposed structure and its foundation.<sup>4</sup> The urban setting will necessitate careful planning and protection of adjoining properties and buildings from damage during any phase of construction, alteration, or demolition. Considerable planning and a plan review process will be conducted long before work begins at a construction site. This long-range planning requires the expertise of professional engineers, including fire protection engineers, contractors, and at times, explosive experts who are qualified to deconstruct or implode buildings safely and efficiently.

Buildings are most vulnerable to fires and emergencies when they are in stages of transition, which can be described as “born,” “sick,” or “dying.” The most important and efficient point for the inclusion of effective fire and life safety features will be when buildings are in the design or “conception” phase. When a new building is “born,” it is under construction. This period begins with the groundbreaking and continues until the building owners receive the conclusive certificate of occupancy from the city. A building is considered “sick” when it is undergoing significant alterations or renovations that could involve selected floors or the entire structure. These operations often occur while the remaining floors are occupied. This period may compromise the safety of the occupants due to the increased risk of potentially dangerous events with a considerable number and variety of operations being conducted simultaneously. When a building is “dying,” it is often abandoned and left unoccupied or inhabited by those in search of shelter until it is demolished. At this stage in the life of a building, the passive and active fire protection systems may be compromised, not fully active, or even absent altogether.

### 11.2 Chief Officer First-to-Arrive Construction Site Concerns

An incident command structure forms the foundation of responsibility, accountability, coordination, and purposeful commitment of personnel to achieve a successful outcome. It defines who is responsible for what, where, when, and why, delineated from the first fire unit to arrive to the other response units, including chief officers arriving on the first alarm and beyond. In the case of responding to construction sites or buildings undergoing alterations, renovations, or demolition, the ICS will expand to include the coordinated assistance of a building intelligence representative (BIR), who could be the construction project manager, site safety manager (SSM), or a fire safety manager (FSM), with their span of controls. This individual would assume the authority and function of command and direction for all of the contractors, their workforce, and the use of the machinery (e.g., heavy equipment, cranes, and elevator hoists). The SSM would become a liaison to the incident commander’s command staff. (Note: This would not be considered unified command.)

The first fire unit to arrive will have established and assumed command of the alarm response for a fire or emergency. (For more information, refer to chapter 9, section 9.1.2, “First Unit to Arrive.”) An information report will have been transmitted to all incoming fire units and the responding chief officer, who will assume overall incident command. This chief officer will announce his or her arrival and will be briefed as to the cause of the alarm, current conditions, and the status and location of fire units proceeding to or already at the location of the alarm or fire. The IC will also examine and verify current alarm information and review the building intelligence that has been made available (e.g., BICs, QAPs, and construction site situation status board). The IC would expect a confirmation of the alarm or fire location and current conditions, including structural integrity, if relevant, along with what operational tactics would be most applicable for the situation at hand. The IC will refer to previously prepared battle plans for the building or site as applicable.

#### 11.2.1 Life safety

Construction sites are a dangerous arena for anyone performing occupational functions. The hazards are numerous, including open excavations, work being

# Chapter 11 – Section 11.1.1

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"All the News  
That's Fit to Print"

# Fire Times of New York

Late Edition

Today, early clouds then some sunshine by the evening, high 77. Tonight, partly cloudy, low 60. Tomorrow, periodic sunshine, high 77. Weather map appears on Page C8.

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\$3.00

## Renovations

### To stay

### In Business

Upgrades to infrastructure required for redundancy of electric power supply and technology connectivity

## Record Office Vacancies



## Incentives Needed for a Rebound Back to the Office

# 'Work from Home' A Consequence of the Pandemic

### Troubling New York City's Economy

There is a record 1.1 million square feet of vacant office space in Manhattan, according to a firm pollsters. The vacancy rate has grown from 10 percent at the start of the pandemic. Nationwide, it is about 12 percent. That entire ecosystem collapsed during the first months of the pandemic as office workers shifted to remote work. Three years later, it has been slow to recover as remote work remains popular, causing companies to reduce their office footprints. That retreat has led to the high vacancy rates.

By the time the pandemic began, the office space market was already in a state of flux. Many companies had begun to experiment with remote work, and the pandemic accelerated this trend. The result was a massive surge in remote work, which led to a sharp decline in office occupancy. This, in turn, led to a significant increase in office vacancies. The problem is that many of these vacancies are in prime locations, making it difficult for companies to find new tenants. This has led to a significant loss of revenue for many office buildings, and it is expected to continue for some time.

# What's being said?

***"WORK-FROM-HOME IS PROVEN" – KEVIN O'LEARY, CNN  
IT HAS ALSO CREATED A TSUNAMI OF VACANCIES***

"Just under 40% are NEVER coming back to the office. I WANT to do more of this."



**WE NEED TO LOOK AT  
THIS CHAOS IN A  
FRAMEWORK**

- ▶ ALL BUILDINGS ARE DIFFERENT
- ▶ ALL MARKETS ARE DIFFERENT
- ▶ MANAGING ORGANIZATIONS ARE DIFFERENT
- ▶ CITY/STATE GOVERNMENTS' PENALTIES/ INCENTIVES ARE DIFFERENT
- ▶ **WHAT DO WE PRIORITIZE?**

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10

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# What are the Incentives?

## Enhancing the **Brand**

**Attractive**

**Resilient**

**Healthy**

**Secure**

**Fun Place to Be**



## Collaborative - Community Workspaces



## Drawing Business Back

- Upgrade facilities, infrastructure & office environment

- Office Arrangements

- Technology

- Energy

- Security

- Sustainability

- Health



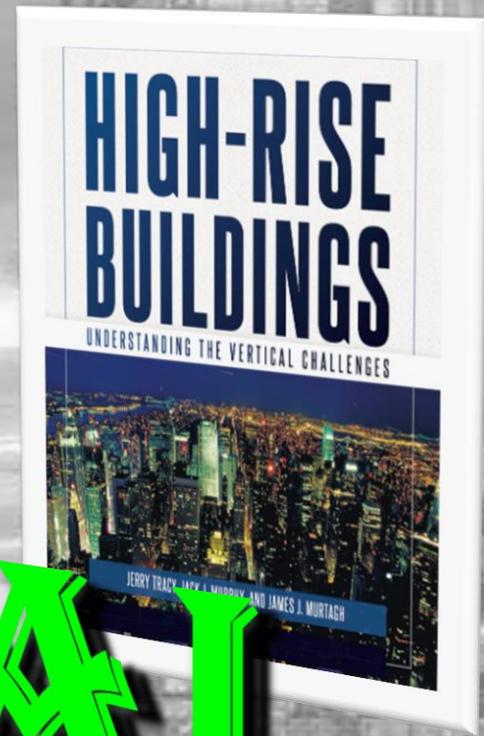
controls



## Operational Resources

# OPERATIONAL RESOURCES

- Technology
- Elevators
- Communication
- Elevators
- HVAC

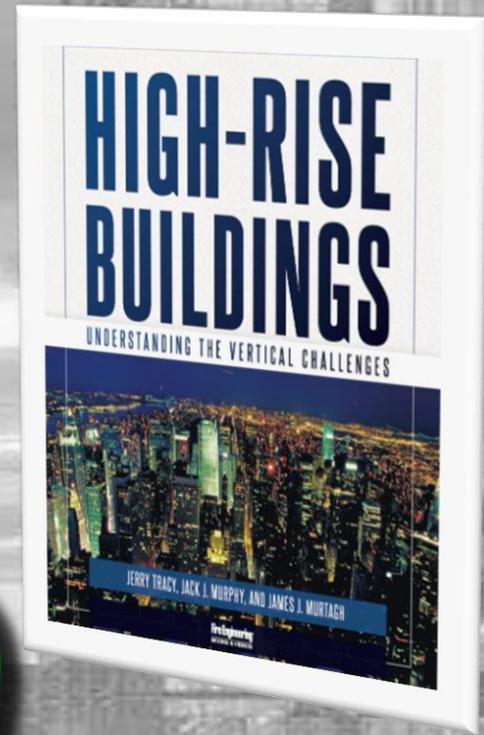


# Life Safety

Upon Entry

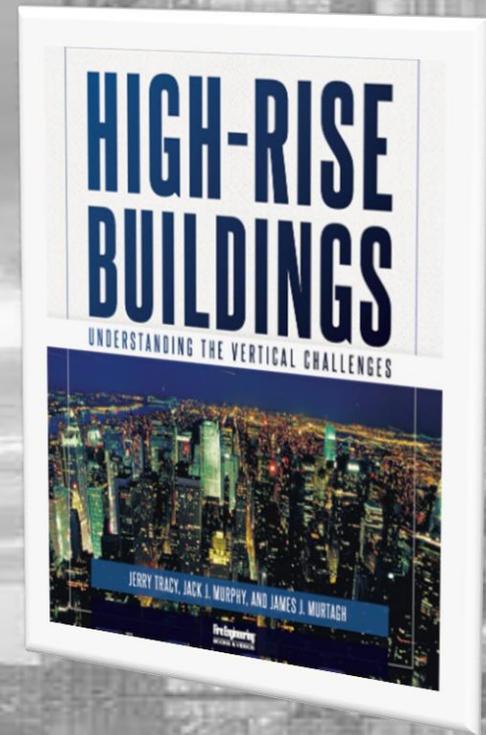
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# TWO FOLDED APPLICATION



# Life Safety in a *Hybrid Work Environment*

Alerts  
Information  
Instructions  
Mapping



# Operational Resources

## Authorized / Secure Access

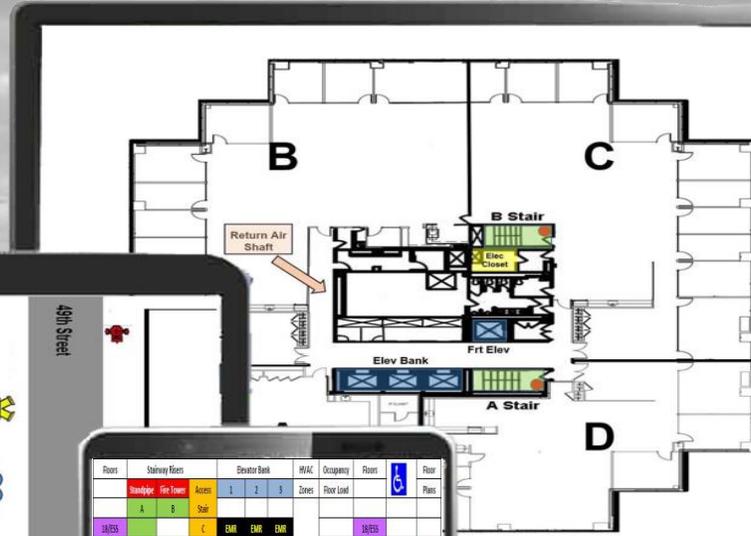
### Battle Plans

**Legend:**

- Hydrant
- FDC Combination System
- Bldg Water Supply Main
- Main Electric Supply
- Electric Transformer
- Entrance Doors
- Main Entrance
- FCC Fire Command Center

**108 Park Avenue**  
AKA – Geraghty Building  
Class 1 Construction  
30 stories 150'/150'  
Full Sprinkler Protection  
2 Stairs A and B  
2 Elevator Banks AA/BB  
Low Rise B2-15/AA  
High rise 15-30/BB

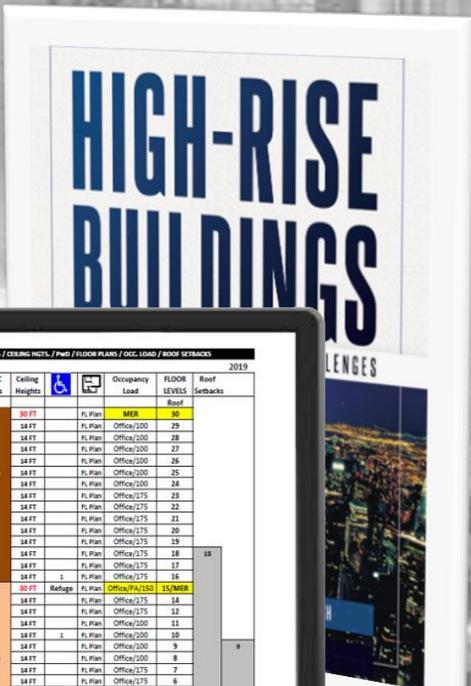
**Exposures**  
Side B – 42 Story Cl 1 Office  
Side C – 28 Story Cl 1 Office  
Side D – 50 Story Cl 1 Mixed



Floors	Stairways Risers	Elevator Bank	HVAC	Occupancy	Floors	Floor
17/ Roof	PA/110	17/ Roof			17/ Roof	17/ Roof
16				Office/10	16	
15				Office/10	15	2
14				Office/10	14	
13				Office/10	13	
12				Office/10	12	
11				Office/10	11	
10				Office/10	10	
9				Office/10	9	
8				Office/10	8	
7				Office/10	7	2
6				Office/10	6	
5				Office/10	5	
4				Office/10	4	
3				Office/10	3	
2				Office/10	2	
1				Office/10	1	
Basement				PA/04	Basement	
Sub-Basement				Sub-Basement		

FLOOR LEVELS	STAIR RISERS	ELEVATOR BANKS	HVAC	Ceiling Heights	Occupancy	FLOOR LEVELS	Roof
30				30 FT	Fl. Plan	30	Roof
29				34 FT	Fl. Plan	29	
28				34 FT	Fl. Plan	28	
27				34 FT	Fl. Plan	27	
26				34 FT	Fl. Plan	26	
25				34 FT	Fl. Plan	25	
24				34 FT	Fl. Plan	24	
23				34 FT	Fl. Plan	23	
22				34 FT	Fl. Plan	22	
21				34 FT	Fl. Plan	21	
20				34 FT	Fl. Plan	20	
19				34 FT	Fl. Plan	19	
18				34 FT	Fl. Plan	18	
17				34 FT	Fl. Plan	17	
16				34 FT	Fl. Plan	16	
15/MER				30 FT	Fl. Plan	15/MER	
14				34 FT	Fl. Plan	14	
13				34 FT	Fl. Plan	13	
12				34 FT	Fl. Plan	12	
11				34 FT	Fl. Plan	11	
10				34 FT	Fl. Plan	10	
9				34 FT	Fl. Plan	9	
8				34 FT	Fl. Plan	8	
7				34 FT	Fl. Plan	7	
6				34 FT	Fl. Plan	6	
5				34 FT	Fl. Plan	5	
4				34 FT	Fl. Plan	4	
3				34 FT	Fl. Plan	3	
2				34 FT	Fl. Plan	2	
1/Lobby				34 FT	Fl. Plan	1/Lobby	
B-1				30 FT	Fl. Plan	B-1	
B-2				30 FT	Fl. Plan	B-2	

### Building / Fire Protection Systems Status



# Intelligence Critical to Incident

**Building Engineers Remote Access  
Critical Power Management Systems**

**Ability for Remote Monitoring  
of All**

**Critical Power Management & Storage**

**Including BMS**

**Building Management Systems**

**Battery Monitoring Systems**

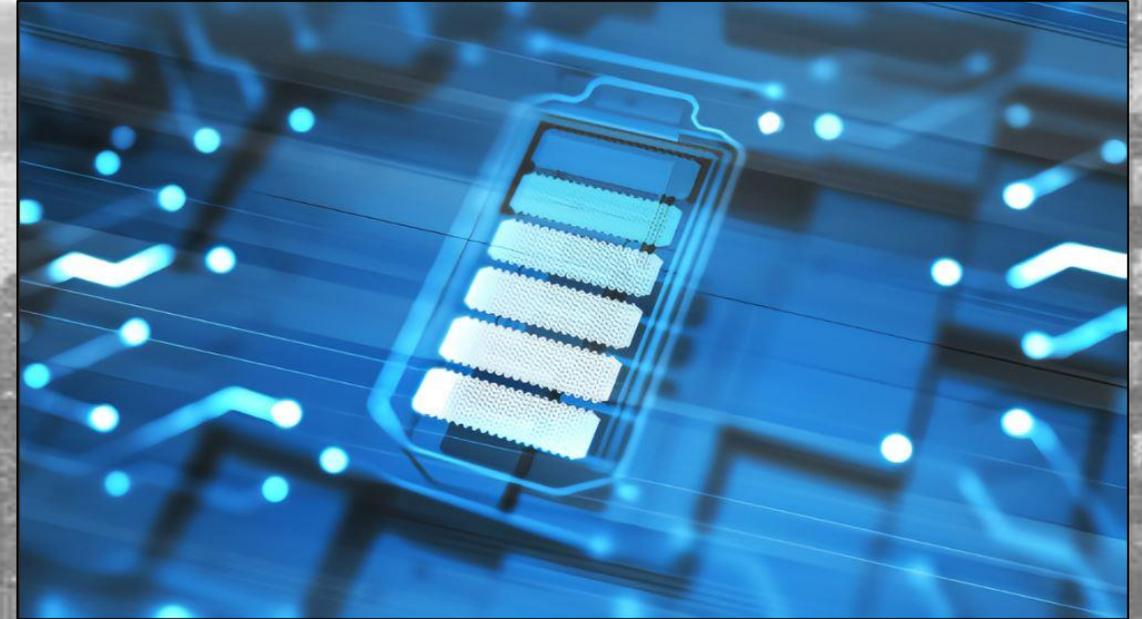
# Intelligence Critical to Incident

## Battery Energy Storage Systems - BESS



## Energy Storage Monitoring System – ESMS

## Instant Access to the Battery Monitor System



- ✓ Voltage
- ✓ Current
- ✓ Temperature (During Charge/Discharge)
- ❖ Open Circuit\*

# Other Incentives

**LEED** (Leadership in Energy and Environmental Design)

**BREEAM** (Building Research Establishment Environmental Assessment Method)



**carbon  
revolution**

# The Green Revolution



Extra efficiency =  
More profit per square foot

# Ratings

**LEED** (Leadership in Energy and Environmental Design)

**BREEAM** (Building Research Establishment Environmental Assessment Method)

**Now – UL** (Underwriters Laboratories) **SPIRE**





# Smart Buildings Assessment™

Underwriters Laboratories & Telecommunications Industry Association

launched **SPIRE**

1<sup>st</sup> Rating program for Smart Buildings.



Similar to **WELL** Certifications



# Renovations

MADISON  
THE ART OF AMERICAN

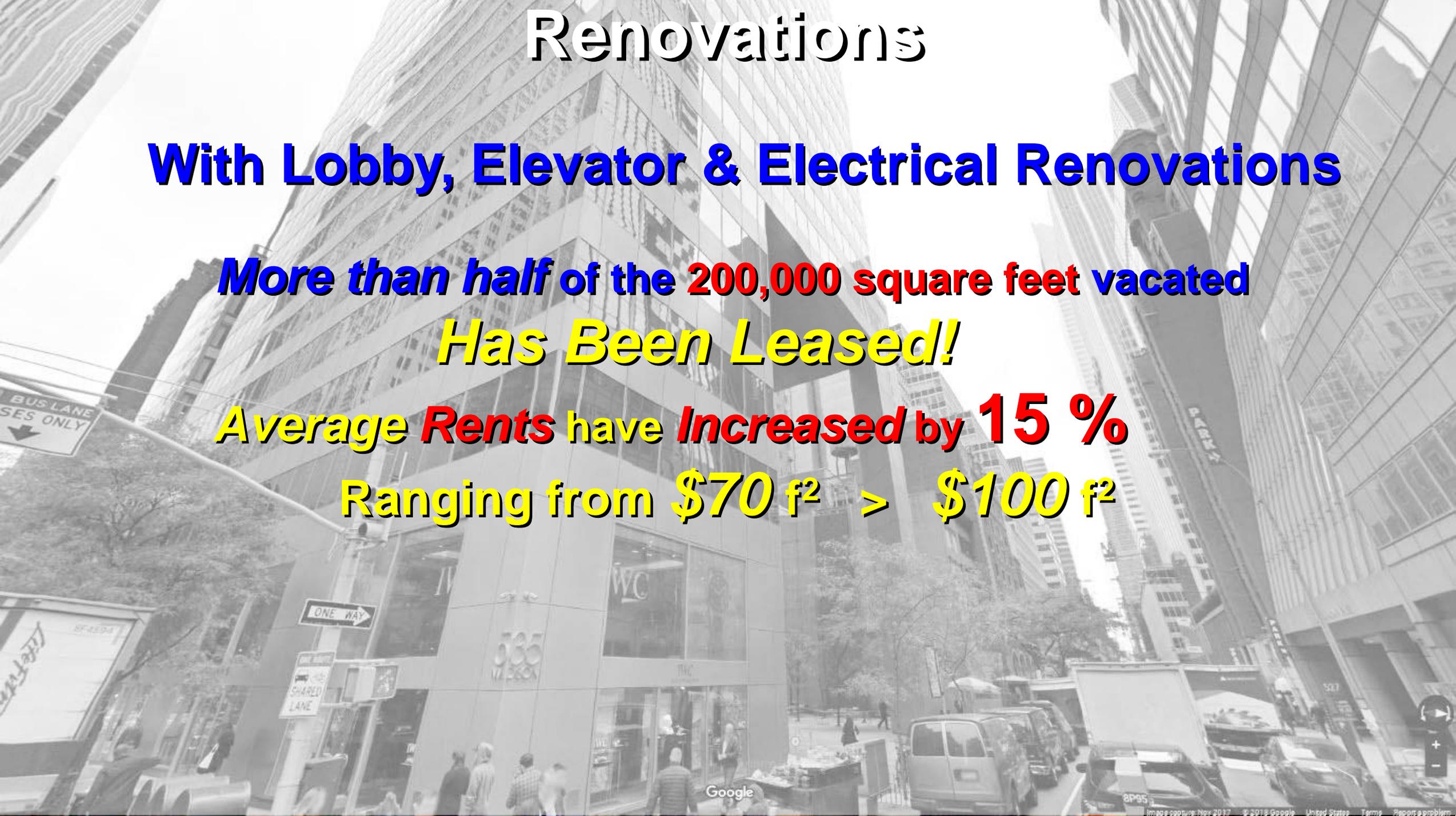
OUR  
BEST  
UNIT  
JAN  
WEL

# Renovations

**With Lobby, Elevator & Electrical Renovations**

**More than half of the 200,000 square feet vacated  
Has Been Leased!**

**Average Rents have Increased by 15 %  
Ranging from \$70 f<sup>2</sup> > \$100 f<sup>2</sup>**



# Waldorf Astoria Hotel

## Maintaining Occupancy as Residential

Waldorf Astoria Closing For  
Major Renovation Project



Offering 375 hotel rooms, down from 1,400, with 375 condominium units.





**Difficult & Challenging Access for  
Fire / Emergency Operations  
Pre-Incident Planning Warranted**

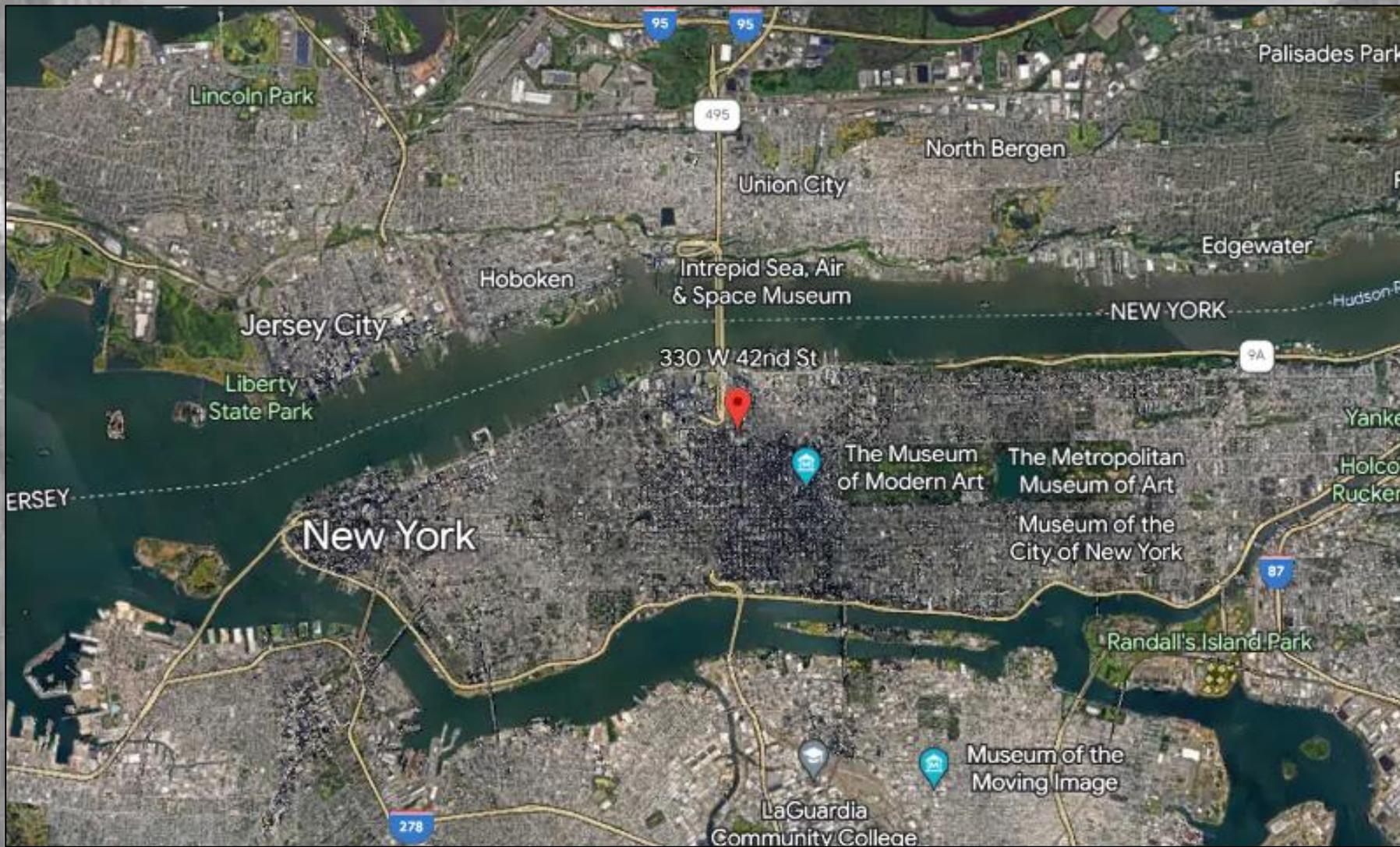
# Renovation vs Alteration

**Alteration** - *Change of Occupancy*

✓ **Fire Protection** *Comply with current Codes*



# Alteration



# Alteration



**McGraw Hill Building**  
**Built in 1931**  
**Undergoing Complete Alteration**

328 W. 42nd St

# Alteration



**Floors 12 – 32  
Residential**

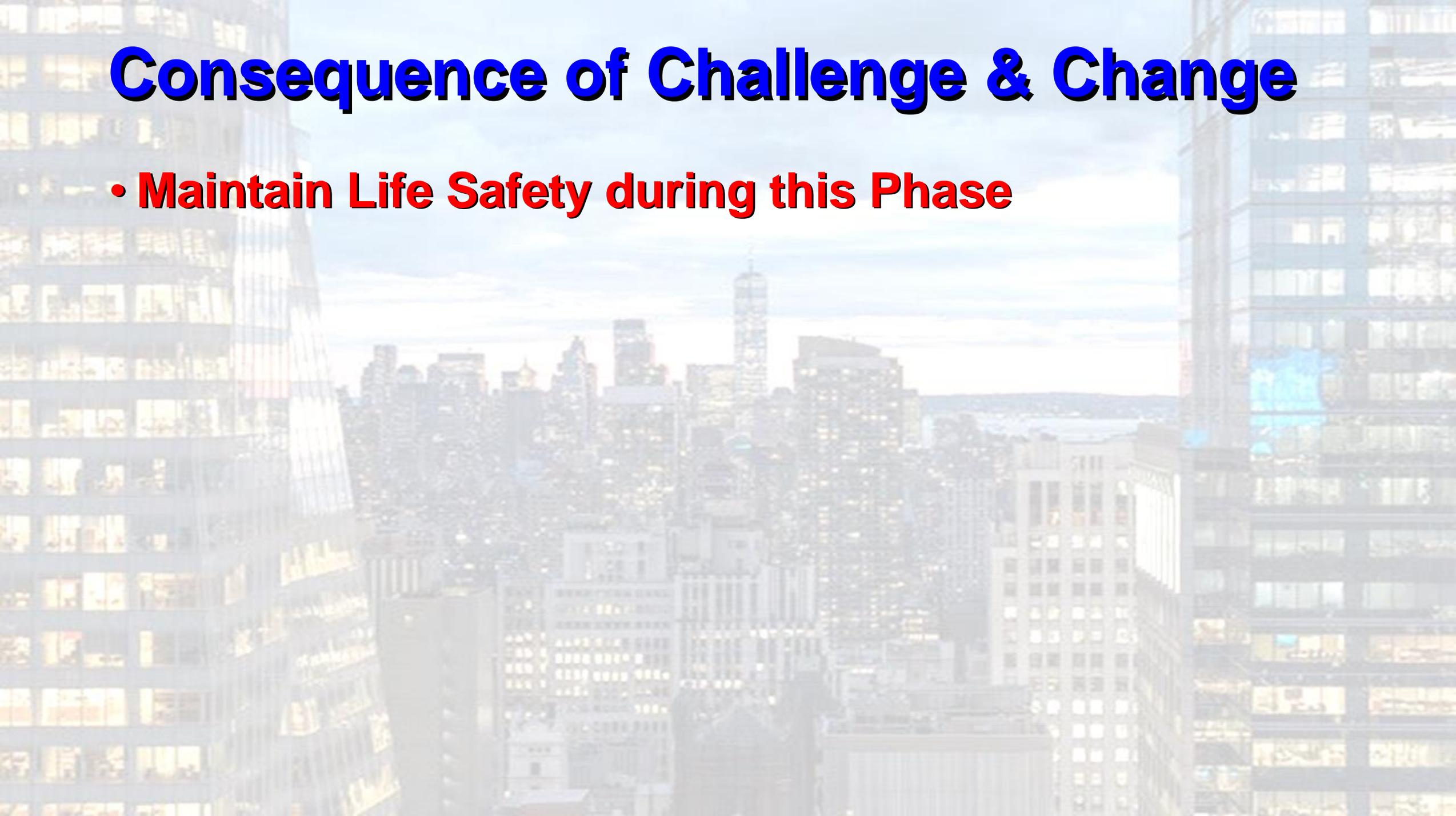
**Residential  
Amenities**

**Floors 2 – 11  
modernized  
office space,**

**328 W. 42nd St**

# **Consequence of Challenge & Change**

- **Maintain Life Safety during this Phase**



# Consequence of Challenge & Change

- **Maintain Life Safety during this Phase**
- **Maintain Fire Protection**
  - ✓ **Passive & Active Systems**

# Consequence of Challenge & Change

- **Maintain Life Safety during this Phase**
- **Maintain Fire Protection**
  - ✓ **Passive & Active Systems**
- **Preparedness & Obligations**
  - ✓ **Property Owners / Managing Agents**
  - ✓ **Fire Service**



**NIOSH**  
Fire Fighter Fatality Investigation  
and Prevention Program

# Death in the line of duty...

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A summary of a NIOSH fire fighter fatality investigation

August 5, 2010

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## ***Two Career Fire Fighters Die Following a Seven-Alarm Fire in a High-Rise Building Undergoing Simultaneous Deconstruction and Asbestos Abatement—New York***

*Recommendation #2: fire departments should be prepared to use alternative water supplies when a building's standpipe system is compromised or inoperable.*

*Recommendation #3: Fire departments should develop and enforce risk management plans, policies, and standard operating guidelines for risk management during complex high-rise operations.*

*Recommendation #9: Fire departments should conduct pre-incident planning inspections of buildings within their jurisdictions to facilitate development of safe fireground strategies and tactics.*

# Consequence of Challenge & Change

- **Maintain Life Safety during this Phase**
- **Maintain Fire Protection**
  - ✓ **Passive Protection System**
- **Preparedness**
  - ✓ **Proper Owner/Manager Agents**
  - ✓ **Fire Services**
- **Tenant/Occupant Protection**
  - ✓ **Life Safety Assured**
  - ✓ **Informed / Understand the Plan**
  - ✓ **Egress (As Required) Protected**

**AHJ**

NFPA<sup>®</sup>

# 241

Standard for  
Safeguarding Construction,  
Alteration, and  
Demolition Operations

2019



NFPA<sup>®</sup>

# 241

Standard for  
Safeguarding Construction,  
Alteration, and  
Demolition Operations

2019



## ➤ Site Safety Manager

NFPA®

# 241

Standard for  
Safeguarding Construction,  
Alteration, and Demolition  
Operations

2022



➤ **Fire Prevention Program Manager**

NFPA®

# 241

Standard for  
Safeguarding Construction,  
Alteration, and Demolition  
Operations

2022



- **Fire Prevention Program Manager**
- **Site Safety Plan**
- **Evacuation & Accountability**
- **Intelligence & Resources**

NFPA®

# 241

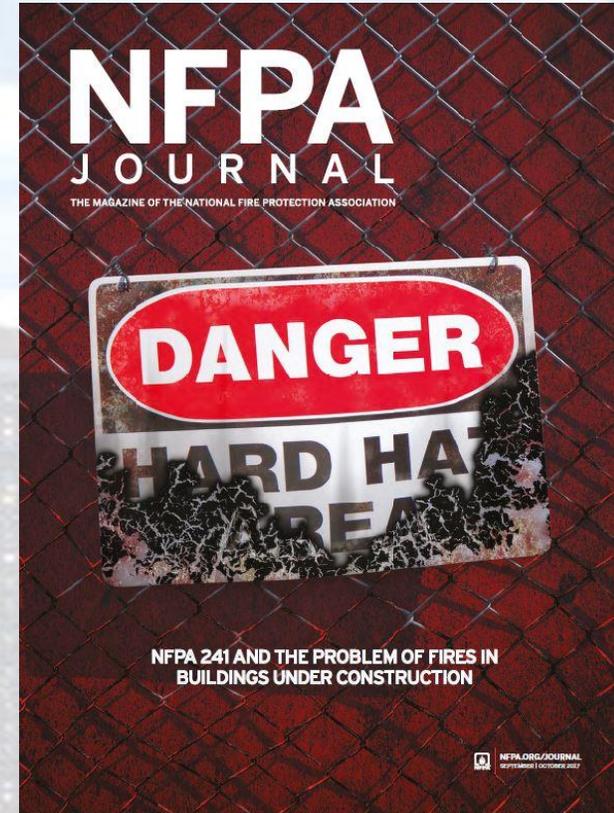
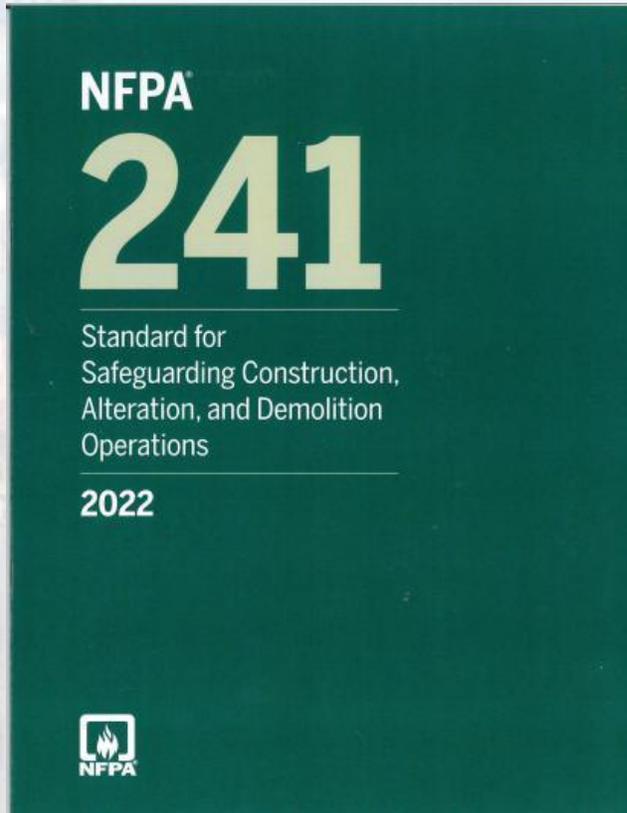
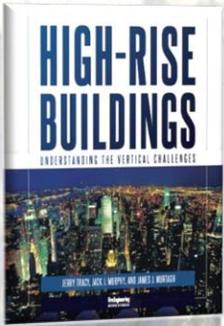
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2022



- **Priorities - Sequence of Operations**
- **Local Fire Service Involvement**
- **Consulted before Operations & Continues**

# Codes & Standards



**“Despite NFPA 241 being in existence for over 80 years, a failure persists among stakeholders to properly apply it”**

**Charlotte, North Carolina  
Massive apartment building  
Under Construction fire.  
May 19, 2023**





Demonte Sherrill

Ruben Holmes

Isn't  
**Life**

**More Important?**

WCCB NEWS@TEN

# Partnerships – Plans – Preparation

***Pro-Active vs. Re-Active***

# Fire Protection & Issues of Concern

- **Passive - Fire Walls / Partitions / Doors / Smoke Curtains**
- **Active – Alarm System – Complete – Partial**  
**Sprinkler / Standpipe Systems / Fire-Smoke Dampers**

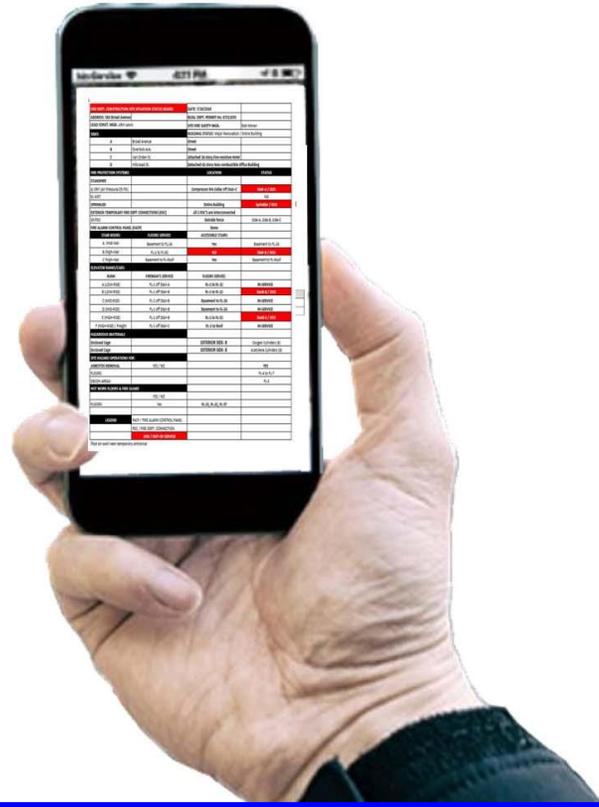


Notre Dame Cathedral 2019

# **Fire Protection & Issues of Concern**

- **Passive - Fire Walls / Partitions / Doors / Smoke Curtains**
- **Active – Alarm System – Complete – Partial**  
**Sprinkler / Standpipe Systems / Fire-Smoke Dampers**
- **Transportation Modes – Renovation Floors Elev Programed Out**
- **Site Safety Manager – Status Board / Location**

FIRE DEPT. CONSTRUCTION SITE SITUATION STATUS BOARD	
ADDRESS: 565 Broad Avenue	
LEAD CONST. MGR. John Lewis	John Moran
SIDES:	Entire Building
A	Broad
B	Overl
C	Van C



FLOORS:	
LEGEND	FACP / FIRE ALARM CONNECTION
	FDC / FIRE DEPT. CONNECTION
	OOS / OUT-OF-SERVICE

Post on wall near temporary entrance

# Site Safety Manager

## Custodians of Construction Site Fire Safety



### Duties / Requirements:

- **Competent**
- **Implement Hazard/Fire Programs**
- **Report to Property**
- **Establish Fire-Insurance – with AHJ**
- **Conduct Inspections (Meetings ?)**
- **Present Training – Contractor Employees**
- **Maintain Fire Protection Systems**

**TRUST**

# Fire Protection & Issues of Concern



Single Floor or Multiple Floors



Standpipe Riser Alterations





# Project Issues / Resolutions



**Life Safety & Control**

**Building Intelligence Representative  
BiR**





**Who is Responsible with Defined Tasks?**

# Maintaining Life Safety during Phases of Alt / Renovation

**Establishing**

**Rapport**

**Respect**

**Resources**

# Maintaining Life Safety during Phases of Alt / Renovation

**Establishing**

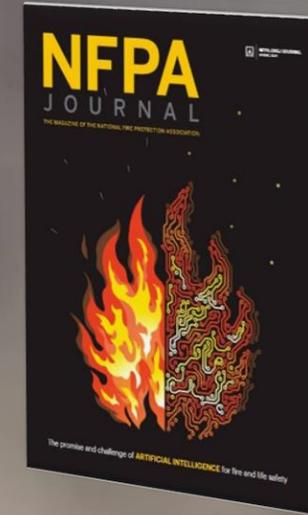
**Rapport**

**Respect**

**Resources**

# Maintaining Life Safety during Phases of Alt / Renovation

**Crane operator  
Glen Edwards**



SUBSCRIBE

**“Good Morning Britain,” dubbed the Crane Operator “Bruce Willis of Reading”**

# Maintaining Life Safety during Phases of Alt / Renovation

**Establishing**

**Rapport**

**Respect**

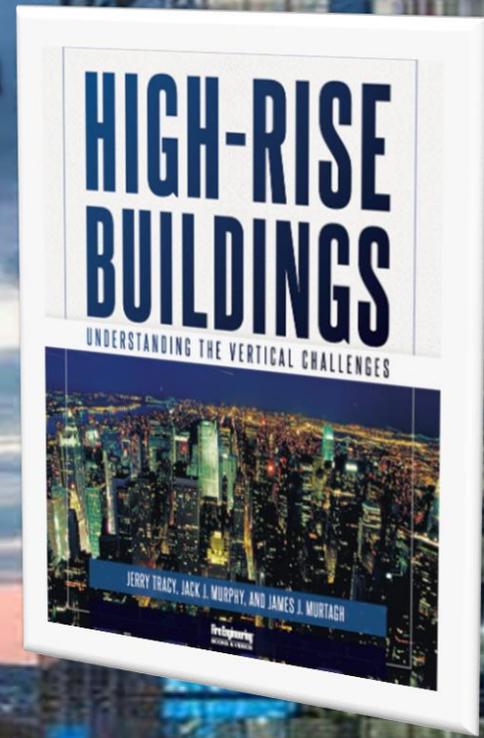
**Resources**

**Results**



**Jerry Tracy** [odatjazz108@gmail.com](mailto:odatjazz108@gmail.com)

**Jack J. Murphy** [fmjack1948@gmail.com](mailto:fmjack1948@gmail.com)



**Thank you**