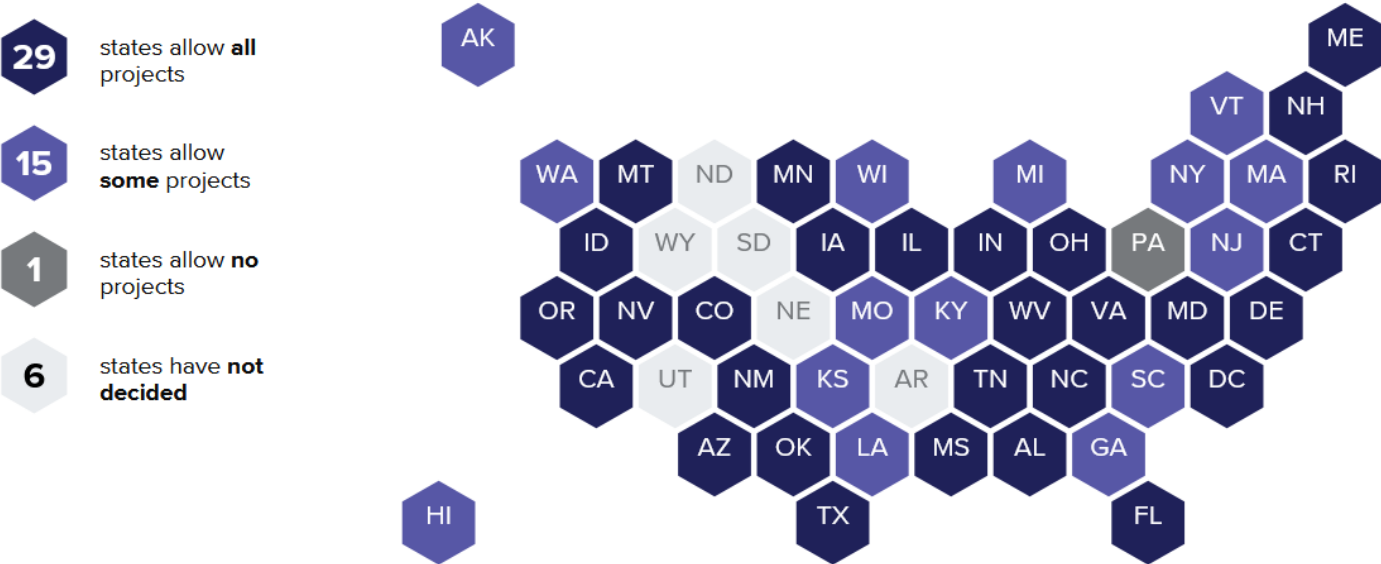


COVID-19 Impact on Construction Companies and Responses to the Pandemic

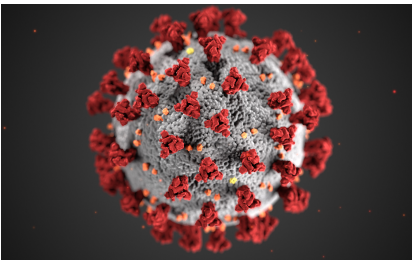
The end of 2019 and throughout 2020 brought along the COVID-19 pandemic which majorly impacted the construction industry. For construction work to continue through the pandemic, adjustments to procedures and protocols were made that satisfied city and state requirements to reduce the virus spread. Since the virus is deemed highly contagious it is much easier to contract than a common flu, making containment for any potential spread a high priority. Understanding different companies' responses to the pandemic at the construction jobsite level provides opportunities to implement procedures to stop the spread of the virus. Using in-depth interviews, this paper examines early procedures and processes utilized by construction companies. Following each of the interviews, means and methods implemented by each company were analyzed to understand what responses were perceived as successful, and which were considered ineffective. Some effective processes included use of virtual meetings and creating safe environments by sending those around infected individuals' home. As the virus is still ongoing, it was also important to understand what individuals have learned so far throughout this pandemic, and how business may change going forward. Understanding some lessons learned from this process may allow better preparations for any potential future crisis.

Key Words: Construction Management, COVID-19, Field Operations, Preparation, Emergency Response



States and their restrictions regarding COVID-19 for construction companies as of April 2020.

Source: Construction Dive. (2020, April 20). Mapping the coronavirus impact on US construction



Coronavirus Disease (COVID-19)

Source: Centers for Disease Control and Prevention. (2020). Coronavirus Disease (COVID-19)

Key Themes:

Initial Impact:

PPE requirements, shut-downs, site logistics

Changes to Work:

Temporary cleaning laborer, 6 foot distancing, close quarter contact

Virtual Meetings:

Online meetings, virtual coordination with owners and architects

New Requirements for Subcontractors:

Temperature scanners, mandatory cleaning times, personnel hoists

Issues with Compliance:

Mask neglect, prioritized safety, setting examples

What Happens with a Positive Case:

Shut-downs, cleaning, close contact investigation

Things the company did Right:

New opportunities, recognizing resiliency, proper approach

Next Steps:

Removal of COVID-19 procedures, implementation of generic safety plan responses, sickness prevention plan

Interviewee Information

Company	Location	Type of Construction	Time away from work
Company 1	Sacramento CA	Commercial Construction	2 Weeks
Company 2	San Francisco CA	Commercial Construction	None
Company 3	Seattle WA	Commercial Construction	None
Company 4	Colorado Springs CO	Commercial Construction	None