Maintenance – Is it Always
“Pay me now, or pay me later?”

By John Pivik, CFM, SFP, FMP, JTP Consulting, Ltd.

One of the more iconic commercials of the last century is the ad for FRAM oil filters where the mechanic, standing over a car under repair simplifies the discussion over maintenance. While holding the oil filter up to the camera, the mechanic states simply, “You can either pay me now, or pay me later” (while gesturing to the car in the background). The implication is clear, invest in preventive maintenance now (the oil filter) or prepare yourself for unexpected repairs down the road. The ad essentially recommends performing preventive maintenance throughout the life cycle of an asset or piece of equipment in order to maximize its performance and its overall life span.

The challenge of running an Operations & Maintenance program within a facility organization is to find the right blend of proactive and reactive elements of a maintenance program for the building, systems, equipment and assets that are being managed. The ‘right blend’ is impacted by the resources set aside by the parent organization as part of the Total Cost of Ownership (TCO). The adequacy of those resources becomes the primary barrier for FMs trying to optimize operations, minimize downtime, continuously improve processes and reduce costs simultaneously.

What is the right mix? 80/20 Preventive to reactive? 90/10? 70/30? Given the variability of corporate missions, there is no single answer that works for all businesses, or even all facilities departments within organizations. Budget pressures are different for private sector companies than they are for government sector companies than they are for government

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FM Pipeline Team, Inc., Publisher of The Facilithon, Receives IRS Charitable Status

Earlier this year, the FM Pipeline Team leadership announced its IRS certification as a 501(c) (3) charity. After operating on a grass-roots level for five years, the FM Pipeline Team, Inc. has been recognized by the Internal Revenue Service as a public charitable organization.

“Coupled with 2018’s major success and growth with active teams in seven states, our charitable status ensures The Facilithon program’s sustainability as it grows through student, volunteer and industry engagement. Over 1,600 students learned about FM last year via The Facilithon; 2019 will likely eclipse that by a significant margin,” said Jim Zirbel, its Co-Director. “Charitable status validates The Facilithon program as the path to the; per our byline, ‘Next Gen of FM.’ It’s a win-win-win for students, chapters and industry, who can finally achieve a local outcome for their efforts.”

The Facilithon is a three-part competition in Facility Management (FM) recognized by SkillsUSA, the nation’s fastest-growing career technical student association. Facilithon students sharpen their career skills through recurrent presentations, advisor mentoring and competitions, creating FM-driven candidates prior to high school graduation. Facilithon industry partners enjoy engaging with their future facility management employees well in advance of post-secondary decisions. Since inception in 2015, Facilithon programs have engaged 204 competitors and over 6,500 SkillsUSA students who know specifically what FM is through regular “1 in 30” presentations.

To become a Facilithon industry partner, send an email to the FM Pipeline team at facilithon@gmail.com or go to www.fmpipipeline.org to learn more.
From the President

Recently I had the privilege of presenting the Capital Chapter of IFMA’s Scott Hulick Professional Development Scholarship and Professional Development Grant to Brian Blunt and Tchuissi MBU Nyamsi, respectively, at our Credentials Breakfast. The event gathered credentialed members to celebrate their accomplishments, as well as provided us an opportunity to talk about our industry, current trends, and the future of our profession. Their applications were impressive on their own. Their dedication to learning and their career paths have been exemplary, to say the least. Brian, the Facility Manager (FM) at 2U, is currently working on his Master’s in Facility Management from The Catholic University of America (CUA). He has taken what he is learning in the CUA program and made changes at 2U that have improved the way the organization functions. In his recommendation letter, the Director of 2U stated, “Brian has transformed the department at 2U in his short period with us due in large part due to his commitment to excellence.” Tchuissi is a FM Project Manager at Sodexo who is currently working on her Facility Management Professional (FMP) Credential. Not only is she proficient in five languages, but she is constantly pursuing opportunities to learn more so she can be a better FM. As the Vice President of FM Service Development at Sodexo stated, “Tchuissi demonstrates a high enthusiasm to learn more about Facility Management and maintains a thirst to learn and apply that knowledge in her work.”

I bring up these rising stars in the FM industry for a few reasons. First of all, their continuous search for knowledge and improvement is a sign of the bright future of our industry. They are also an example of what you should be doing with your credentials and professional certifications. The credentials should not be just a trophy (as stated by Case Runolfson, Keynote speaker at our Credentials Breakfast), they should be driving change in your facilities, as well as growth in your careers. What are you doing? Are you taking advantage of professional development opportunities to learn and grow? Are you just collecting letters behind your name? Or have you not started to pursue certifications or licenses because you're not sure where you want to take your career, or where to even start?

Fear not because that’s why we are here. The Capital Chapter is not only a place to meet others with the same professional interests, a place to build relationships, a place to share ideas… but a resource to help map out your professional development aspirations. Stop by an event and meet others and ask how they moved up the FM professional ladder. Ask what courses they took, and what certifications or licenses they obtained. Just by looking at their nametag, you’ll see the different designations behind their names that will help you strike up that conversation. Or perhaps reach out to someone in our Professional Development Committee or a member of our Board to help with some guidance. We’re always happy to help. Personally, I welcome inquiries about professional development and education. It is one of my passions. I love to help guide others not only as an educator, but as a fellow FM professional.

But if you like to do a little gut check before reaching out to anyone, perhaps you might want to start by looking at the “Accelerate FM” tool from the Facilities Management Institute. This is a great tool for anyone (although originally created for federal employees) to gauge where they are and see where they can go in their careers, both at a high level with the Career Map Tool or in more detail by starting a profile in Accelerate FM. The tool will not only help gather all your training in one place, but it will also help identify gaps in training in your current role, or a role that you aspire to reach. It will also provide relevant training (a lot of it for free) to start getting you on the right path.

I'm looking forward to what Brian and Tchuissi will do for FM as future leaders in our industry. I challenge you to take a look at your own careers and push the envelope, step out of your comfort zone, and ask yourself, what’s next for me? What can I do to get to the next level in my career? And how can that help my organization? I wouldn’t be challenging you if I had not done so for myself. I also took a look at a different role in my career, one with more opportunities to drive change in a FM organization. It will definitely be a step out of my comfort zone, but I'm up for the challenge. Are you?

Embracing change,

Mayra Portalatin, SFP
President Capital Chapter of IFMA 2018-2019
It was last spring, and Quentin Kruger, owner of Fluent Visual in the Adams Morgan neighborhood of DC, was facing some big problems. First, one of the two rooftop units (RTU) serving his 7,500 square foot workspace was dead. He was on a triple-net lease, and therefore responsible for equipment maintenance along with a lot of other building-related expenses. While he liked having the freedom to renovate his “big raw” space without much interference from the building owner, he also felt the maintenance responsibility had become burdensome. With summer quickly approaching, Kruger knew the remaining RTU would be at risk if it had to handle the extra cooling load for the failed unit. He also knew he would be spending about $5,000 per month on electricity to operate a collection of inefficient and obsolete energy technologies. Lastly, Kruger was having a difficult time finding a HVAC vendor that was even interested in his project. “We are in DC, there is a lot of construction going on, and we aren’t the biggest budget project out there,” he said. “You can’t even get a conversation with a reputable HVAC company unless you are a large operation.”

He doesn’t quite remember how, perhaps word of mouth at a local coffee shop, but somehow he stumbled upon Sparkfund located just down the street. Sparkfund is one of a small number of companies in the region that offer a “subscription” service for advanced energy technologies, partnering with low cost capital providers to finance the projects along with expert contractors to perform the actual installation, maintenance, and tracking of these technologies. With a subscription agreement, monthly customer payments are often based on guaranteed performance of the installed energy equipment (e.g. cooling tonnage, illumination level, etc) instead of measured energy savings, which is more typical of other performance-guaranteed financing options. Subscription is classified as an “Efficiency as-a-Service” (EaaS) financing option and is one of many outgrowths of the technology as-a-service models that have recently become popular, such as software as-a-service or data storage as-a-service.

Given the small size of Kruger’s business, he was not the average Sparkfund customer. Sparkfund target customers are typically growing organizations.

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New Member Spotlight

**Vicki Walters**, Senior Manager of Administration, AECOM

*By Laurent Meyers, Savills*

**Please provide a brief overview of your career path.**

I grew up in the East Central part of Pennsylvania and am currently attending Logos University in Florida with a degree in Christian Counseling and Applied Psychology, with 20 years of counseling abused children. After eight years in Government Relations and eight years of administrative positions in the medical industry, I joined AECOM in 2010. I began serving for five years as an executive assistant, and moved up to office manager, then Senior Manager of Administration, currently serving as Site Manager, wellness ambassador and Safety, Health & Environment rep for the Arlington and Annapolis Junction AECOM facilities of over 500 employees in the DC region.

**What are your general job responsibilities or areas of expertise?**

Generally, my job is to keep the office and facilities running smoothly as I manage the day to day office operations of two AECOM locations. As Administrative Manager, I am responsible for the management of support staff, the services / facilities team as well as the meetings / events / senior level visitors’ accommodations and activities. I am also involved in the preparation and maintenance of the highest safety standards and best practices for the company region and I am the company rep for Safety, Health & Environment.

**Tell me about your company.**

AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public- and private-sector clients. We are a leader in all of the key markets we serve — including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of our clients’ projects.

I’m proud that AECOM is named as a *Fortune Magazine* “World’s Most Admired Companies” for the fifth consecutive year. Our Arlington, VA, location has over 500 employees who specialize in architecture, engineering, design planning, restoring damaged environments, and

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None of Us is as Smart as All of Us

April 11, 2019 • 5:00pm - 7:00pm

It takes an individual effort and commitment to lead an engineering/maintenance team, but none of us is as smart as all of us. Please join us for this panel discussion from three FM management leaders who will share their best practices and lessons learned for leading a maintenance/engineering team.

Speakers:

Steve Patterson, PE, CEM, CFM
Director of Facilities at Northern Virginia Community College

Lena Thompson, FMP, SFP
Director of Building Operations & Administrative Services at APA

Ronald Scott
Director of Engineering at Ritz Carlton Pentagon City

Date: April 11, 2019
Time: 5:00pm - 7:00pm
Location: AIR
Address: 1400 Crystal Drive, 10th Floor, Arlington VA 22202

Fees:

FM/Professional Members: $20
Associate Members: $50
Non-Members: $75

Click here to register today!

CCIFMA Orientation & Networking Happy Hour

April 30, 2019

Join us for an evening of networking following the Capital Chapter Orientation. These orientation/networking collaborative events provide Facility Managers with an opportunity for best practice sharing, to be introduced to our newest chapter members, and to meet leaders of the chapter. Appetizers and beverages will be provided!

Event Schedule:

- Orientation 4:00pm - 5:30pm (Must register separately to attend the New Member Orientation)
- Networking: 5:30pm - 7:30pm

Location: American Association for the Advancement of Science
Address: 1200 New York Ave, NW, Washington, DC

Fees:

Orientation: Free (register here)
Happy Hour: $15 Member, $25 Non-Member (register here)

Click here to register today!

Annual Golf Outing

Join old friends and spend a beautiful day brushing up for a busy golf season! Whether you are a seasoned golfer or just starting out, the Golf Outing is a great day for you to enjoy.

Date: May 20, 2019
Time: 8:00am - 5:00pm
Location: International Country Club
Address: 13200 Lee Jackson Memorial Hwy, Fairfax, VA

Golfer Registration Fees:

Individual Golfers: $250
Foursome: $1000

Non-Golfer Registration Fees:

(Options for Corn Hole Tournament and banquet dinner)
Professional Member: $45
Member: $60
Non-Member: $90

Sponsorship Opportunities Now Available!

Click here to register today!

Click here to register today!
Chapter Honors Credentialed Members at Annual Celebration

By Geoff Snavely, milliCare

The Capital Chapter hosted the Annual Credentials Celebration on March 19th at the Tower Club. There was so much excitement and enthusiasm in the room as we recognized and thanked our members who achieved the impressive accomplishment of obtaining their CFM, FMP, and/or SFP credential. You could feel the energy in the room as attendees enjoyed some valuable networking time, along with a delicious breakfast buffet!

Chapter President, Mayra Portalatin, shared her thoughts on the importance and power of earning professional credentials. She shared with guests how it is important for CCIFMA to recognize this impressive accomplishment. Mayra presented the Scott Hulick Professional Development Scholarship and Professional Development Grant to Brian Blunt and Tchuissi MBU Nyamisi, respectively.

Chapter Learns Strategies for Financial Success

By Celeste McLane, CORT

On February 26th, more than 30 CCIFMA members and guests gathered for networking and a program presentation on the core competency of finance. John Mackay, CFM – FM Consultant at Procon Consulting, Cash Graner – Senior Coordinator, Facility Management at Bain & Company, and Chris Murray – Project Executive at Procon Consulting each presented on different aspects of finance as it relates to getting approval for a budget, a new expenditure or closing a sale.

John presented zero-based budget (ZBB) strategies as well as benefits of this approach. While the concept was new to many and may require extra work, ZBB really does help to keep business objectives in mind and the key focus.

As a former sales person and now facility manager, Cash gave insights into the importance of a PEST (Political, Economic, Social, and Technology) analysis for outside factors that may be causing a "no" from finance or a prospective customer.

Chris discussed financial aspects of construction planning and key steps to consider when coming up with a budget, including advising the A/E team what the “design-to” budget will be.

Both facility management practitioners and suppliers for facility management had takeaways from the presentation as well as an opportunity to say hello to old friends or meet new contacts. We hope to see you at the next event!
CFM Spotlight:
James Johnston, CFM
Director of Embassy Operations, PAE

By Dorothy Scholnick, CADD Microsystems

James Johnston’s experience in the Facilities Management (FM) industry tells a great story of how a career in FM can lead you down an adventurous and rewarding path. In his current role as Director of Embassy Operations at PAE, James provides operations and maintenance, and life support services to U.S. Embassies as well as many other USG, United Nations and DoD facilities. Through a career in FM, James has gotten the opportunity to spend his adult life traveling the world while supporting the U.S. government.

His career in FM began as a U.S. Navy Construction Electrician (Seabee) in 1982. After 11 years in the U.S. Navy, he decided to get out and move over to the Department of State as a Facility Manager. Over the length of 21 years, James spent his time working at various U.S. Embassies around the world (Tokyo, Moscow, Budapest, Seoul, Baghdad etc.) leading the O&M operations. In 2008, James received his CFM, and currently holds other credentials including Certified Plant Engineer (CPE), Project Management Professional (PMP) and State of Virginia Master Electrician and Home Inspector Licenses. He then retired from federal service in 2015 to join the private sector.

He reflects that he has had a rewarding career in the Department of State and U.S. Navy and is enjoying his new career with PAE. Some examples of the missions that PAE currently support includes the U.S. Baghdad Embassy Compound, which is slightly smaller than Vatican City. Not only is the compound large, but it is also disconnected from the Baghdad city grid, so the PAE team is responsible for pumping their own water, running electricity from generators, and conducting waste water treatment to make it functional.

James has indeed achieved his ultimate career goals—now he can focus on achieving his travel goal of visiting all seven continents before he retires! The last continent on the list is Antarctica, which happens to be where PAE currently performs O&M operations for the National Science Foundation at the South Pole, McMurdo and Palmer Stations. In this environment, the facilities management team takes on a whole new level of challenges due to the isolation, harsh conditions and creative methods of getting work done. For example, members of the Traverse Team are responsible for delivering a year’s worth of fuel to the South Pole by driving across extremely harsh terrain and cold weather for 12 hours a day, one month straight!

When considering the challenges of working in the FM industry, James points out, “Not everyone has the technical or engineering skills to understand complexities of the built environment. I get the most joy by making the built environment work for my customers. It can be as simple as adjusting the temperature on an HVAC system or as detailed as a complete construction/renovation project.” In terms of FM of the future, James thinks that technology and AI will continue to play an increased role in all industries. He explains, “Facilities management will be along for the ride too and may drive some innovation. As the cost of technology drops, AI will predict equipment failures and initiate workorders based on vibration, heat and run time in the most common types of machinery. We are already seeing this in equipment performing self-analysis prior to start-up and providing error codes for technicians to troubleshoot if a fault is discovered.”

When he is not running operations and maintenance programs around the world, James enjoys spending time on his hobby farm in the Blue Ridge Mountains with an 1890’s general store and 1850’s farm house. Most

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Chapter Honors Credentialed Members at Annual Celebration

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Case Runolfson, CFM, Sr. Director, FM Dept., American Institutes for Research was the keynote speaker. He engaged the group with an interactive discussion around professional development, advancing your career, and several other impactful topics. The presentation was both inspirational and actionable. Case challenged all attendees to use their CFM, FMP, or SFP as powerful tools, including efforts to continue advancing the FM profession and getting involved with the chapter.

CFM Spotlight: James Johnston, CFM

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of his spare time is dedicated to planting corn, watermelons, pumpkins and maintaining the historic properties. Of course, he does make sure to save some time to fish for native trout in the streams of the Blue Ridge Mountains!

What James enjoys most about being an IFMA member is meeting professionals from other industries at World Workplace and Facility Fusion Events, learning about them and their stories. Advice he has for those newer to the FM field is, "Don't present a problem, without also presenting a solution. Be flexible and the problem solver for your boss." Stories like this show that by seeking advice and taking on new challenges, the possibilities are endless to those in the FM field.
Get the Most from Your Membership with CFM, FMP and SFP Designations

A key benefit of IFMA membership is maintaining professional growth through the facility management professional program which offers three designations: Certified Facility Manager (CFM), Facility Management Professional (FMP) and the Sustainability Facility Professional (SFP).

The CFM credential sets the industry standard for continuing the knowledge and abilities of practicing facility managers.

You can also earn the Facility Management Professional (FMP) designation, a knowledge-based credential demonstrating a proven comprehension of the basics of facility management. The FMP designation can be completed in approximately 12 months, and FMP candidates may customize their training to build the specific knowledge they need to meet individual goals.

The following individual recently earned FMP credentials:

Akemi Herrick
Patricia Jimenez
Jamil Greenberg
James Cressman

IFMA’s SFP is an assessment-based certificate program delivering a specialty credential in sustainability. By earning your SFP credential, you will develop and gain recognition for your expertise in sustainable FM practices while impacting your organization’s economic, environmental and social bottom lines.

Facility Management Professional (FMP) Credential Courses

https://execed.gmu.edu/facility-management/fmp-credential

IFMA Leadership and Strategy Essentials • May 3-4, 2019 Or Dec 13 – 14, 2019
IFMA FMP Operations and Maintenance • Sept 13 – 14, 2019
IFMA FMP Project Management • Oct 11 – 12, 2019

Emergency Preparedness for Facility Managers

https://execed.gmu.edu/facility-management/emergency-preparedness

Learn how planning for emergencies can make your organization more resilient in overcoming any emergency. This course examines emergency preparedness at both a macro and micro level, from planning for an emergency to recovering from disasters.

Wednesdays May 8, 15, and 22, 2019 at Mason’s Arlington Campus.

Contact Lee Bennett today at 703-993-4805 to discuss how these George Mason FM training programs can help within your organization.
agencies. They are also quite different for manufacturing occupancies, R&D campuses and ‘tech’ businesses. They are drastically different between educational facilities (k-12 schools vs. private schools); (public vs. private universities); and rural vs. urban locations. The FM must make the judgement based on the organization that is supported and the buildings that are in the portfolio.

Regardless of the type or size of business, the location or the actual product or service provided, maintenance of systems, equipment and assets boils down to reliability… can the corporate mission count on the operation of the systems and equipment when it needs them most. When it comes to reliability, FMs are held responsible for ensuring reliability at all levels at all times. The driving need for reliability has led to the concept of “Reliability-Centered Maintenance (RCM)” which has been defined as a “process to ensure that systems continue operating as designed or required.”

The concept of RCM began in the airline industry as a science that focused on avoiding failure at all costs through measurement and testing, identifying how to address and avoid failure modes, and monitoring risks and opportunities. For FMs, the primary factor driving the maintenance decisions that must be made is less about the actual failure of a system, and more about the consequences of that failure on the corporate mission, the business operations and the reputation of the FM department. If the risk of failure and its consequences are critical, why then is it sometimes so difficult to convince the budget folks in an organization of the level of resources required?

I have observed FM departments that are so underfunded that the annual budget for the department carries a line item for ‘deferred maintenance.’ When the deferred maintenance line item is repeated and expected every year, the department falls further and further behind its responsibility until, ultimately life safety and health become the consequences.

In the Washington DC Metro area, FMs have a perfect example in “what not to do” to a maintenance program simply by looking at the Metro System. While the system was new (first 10 - 15 years), maintenance that should have been done was deferred and tasks that were part of the maintenance program were not completed. Signs began to surface when the components in escalators in the stations began to fail and the normally reliable service was not. Ultimately, the underfunded maintenance program caught up to the tracks, the stations and the trains themselves. There were many reasons for this, political and practical, and many of the budget issues were out of WMATA’s control.

The point remains that the poorly funded maintenance program led to service interruptions, safety issues for the workers and even passenger deaths. How many times have you requested budget dollars for routine maintenance or even special maintenance programs that were turned down due to lack of funding? The budget battle subsides, and the FM develops workarounds for what was unfunded. Eventually, the system that needed the maintenance fails unexpectedly, causing unplanned downtime and expensive repairs and perhaps safety concerns… and, oh yes, now the budget folks can find the money to ‘fix’ the problem.

The example of the Washington DC Metro should provide leverage for any FM who is not able to obtain the funding for a maintenance program for their buildings. Invest in your maintenance programs now or pay the consequences later.

About the Author:

John Pivik worked for the World Bank as the Manager, Facilities Operations & Maintenance and retired in 2014. He currently works as an independent consultant, IFMA Instructor and serves as Associate Faculty for Catholic University (MSFM Program) and adjunct faculty for George Mason University FM Certificate Program.
Who’s Next?
Filling the Workforce Gap with Succession Planning

By Alana F. Dunoff

For over a decade I have been listening to speakers at conferences and reading articles that sounded the alarm bells for pending generational shifts in our workforce. They mention we are going to experience a talent gap and that filling facility management jobs will become a significant challenge.

I remember an IFMA World Workplace conference years ago where the big facility service providers all talked about how important it was for the industry to create programs to attract millennials. Similar to today, it was about making FM a career of choice and needing academia to develop educational programs to train our youth.

To prepare for this generational shift, we as FMs transformed our workplaces and spaces into cool, funky-designed, unassigned work anywhere in the building environments. Facility managers became change management agents as we helped our organizations work differently using benching, hives, phone booths and coves so that they can collaborate, scrum and innovate in a diverse and inclusive office. Many of the drivers behind these physical changes to the workplace was a calculated management effort to attract young professional to come work for our companies.

It is now 2019, and the Baby Boomers are retiring at record speed, the Millennials are almost all in the workforce and Generation Z will start entering the job market very soon. So, I wondered, have we solved the actual problem?

What’s the problem?

Our buildings are beautifully renovated, but is there still a gap in our FM workforce?

According to IFMA Foundation’s Global Workforce Initiative (GWI), more than 50 percent of seasoned FMs are retiring within the next 5-15 years, taking their vast institutional knowledge with them. The GWI also estimates there will be over 500,000 FM job openings globally over the next five years. These staggering statistics would suggest that the gap in our FM workforce is not getting any smaller and perhaps the schism is getting wider.

As an educator at an accredited FM degree program, I work to help emerging FM students gain the skills and confidence they need to be successful in our industry. However, all the accredited programs combined only graduate about 800 students a year, not even close to the 500,000 job openings.

The burning questions from the GWI and for all of us in FM should be, “How do we fill this big talent hole? Why hasn’t it been filled yet? And is it even possible?”

In searching for some answers, I sought out the perspective from both IFMA Fellows (many of whom are now happily retired) and recent FM graduates just starting out in their careers. I wanted to understand how they perceive professional growth, career advancement and success planning.

Career advancement

When it comes to opportunities for career advancement, our IFMA Fellows and our emerging FM leaders all found new job opportunities both internally and externally. What struck me is that while the Fellows spoke of career longevity within their companies (20+ years); the emerging leaders discussed concerns over minimal opportunities for internal growth, lack of loyalty and companies only paying attention to their value when they say they have another job offer someplace else. Some of these emerging leaders have already held two to three jobs in the last five years at strong companies where upward mobility was not obvious, available or simply denied.

In the workplace these days it is often seen as a liability if you stay at a company too long; that you gain more experience by moving around. But the byproduct of this attitude is that for years now management has not placed as much emphasis on nurturing and growing talent. Overall, they don’t even have budgets or the time anymore for training, association memberships or other programs that would help a shining star grow, rise and stay within a company.

Formal evaluation processes

These days formal evaluation processes are common in most organizations, a time to set SMART goals or STRETCH goals and talk about future professional opportunities. These are performed rather mechanically with more focus on getting them done than on the value they are intended to provide. The feedback I received seems to suggest that even with a formal HR process, the key to true advancement is not annual performance reviews. As Chris Rios, an emerging leader and a facilities coordinator said, “I wouldn’t give credit to any processes in my organization, but rather to my manager who realizes my potential and capabilities.” The key to advancement is having a great manager, not a great process.

Succession planning

We all talk about the importance of succession planning, but it doesn’t seem like it is a common practice or a high priority anymore. Most organizations don’t have a step-by-step guide to climbing the corporate ladder. And most of us don’t spend a lot of time thinking about what the next rung is, let alone how to get there. When the Fellows I heard from became managers themselves, they all seemed to understand the value of suc-
cession planning by growing talent internally, identifying those who wanted more opportunities and mentoring them, creating cross training programs, and encouraging staff to learn by enhancing their skills, getting certifications, and actively engaging in associations like IFMA.

From the emerging leader’s perspective, succession planning is almost non-existent; with few clear internal processes for making your way up the food chain. When we use to have corner offices it seemed there was often a path to get there, but now we don’t even have offices, let alone any direction for how a young professional can become a leader in their organization. Khadija Qurbanzada, a Temple Facility Management alumni, had a position as an Assistant Facility Manager. She expressed her desire for more responsibility and pay, but the opportunities weren’t there. She commented, “I need a chance to prove what I’m capable of…” but with limited internal options the easiest thing to do was move on to a new company.

Reframing the problem

All these insights from our legacy and our future got me re-thinking the problem that we have been trying to solve.

Yes, there is a gap in our workforce, but it can’t just be about “building a cool space and they will come”? If we want to fill our FM workforce gap we need to actively and aggressively be mentoring and providing real succession planning for our emerging FM leaders. We have been calling them leaders, but we are not giving them the opportunity or teaching them how to lead. We are driving them out of our organizations by not providing them a path for upward growth.

Generation X to the rescue

IFMA is quickly coming up on its 40th birthday, and according to the GWI, the average age of the FM practitioner is 49 years old. That means there are a whole lot of Generation Xers, in their 40s and 50’s (including IFMA), who are currently working as mid-level managers. These are the managers who are going to feel the impact of trying to fill the workforce talent gap.

For decades Gen Xers have been overshadowed by their older and over populated Baby Boomers and then the Millennials jumped in to grab all the attention. Gen Xers have been quietly doing their jobs and perhaps finally getting a good promotion now that the baby boomers are retiring. I say to all FM Generation Xers, it’s now your turn to do something monumental!

I know it is not the only solution, but I think if we are going to close the great divide, 500,000 jobs in the next five years, then first and foremost we need to become GREAT managers and leaders.

• We all need to train our staff, be an active mentor, show our young workforce loyalty and reward them for great work.
• We need to find the internal financial resources and then encourage our staff to achieve their credentials, attend conferences, and go to local FM programs and events.
• We need to take real time to develop succession planning pathways for our staff and then nurture them along the way.
• We all need to hire students coming out of accredited FM degree programs and create FM internship programs as an inexpensive way to help enrich their learning experiences as they transition from academia to the real world.
• We must be a profession that actively seeks out and takes on the responsibility of nourishing the minds of future FM leaders.
• We cannot wait for the gap to be filled by Generation Z entering the workforce in a few years, the gap needs to be filled by strengthening the talent that we already have so they stay and grow within our companies.

This might be a big shock to our organizations, but part of the reason they are losing talent is not because the Millennials get bored and need to move around, but because they have been neglected. Our organizations need to reinvest in good old fashion succession planning - identifying the talent, planting the seeds, watering them and watching them flourish. It is our responsibility as FM leaders to make the time and the find resources to mentor, coach and teach the next generation to be true emerging FM leaders. And we may also have to take a stand to remind our senior management that these fundamental processes need to be revitalized for future success.

My first manager, Susan Sayer, encouraged and supported my involvement with IFMA and believed in the value of attending and speaking at conferences. I will forever be grateful for the mentoring and guidance she gave me, as it was one of my foundational building blocks.

We need to remember that our own successes came from a mixture of our own determination and great leadership. It is time for all of us to pay it forward.

About the Author:

-Alana F. Dunoff, ProFM, FMP, IFMA Fellow has a passion for FM Education and mentoring our future. She is a consultant with AFD Facility Planning, an FMP Qualified Instructor and is an Adjunct Professor in the Facility Management department at Temple University. Chris and Khadija were her students.

Additional Opportunities: Making FM a Career of Choice

IFMA and the IFMA Foundation are developing new ways to support the future of our profession. This year, IFMA is providing free registration to 20 FM students to attend Facility Fusion and an additional 50 FM students to attend World Workplace (WWP), on top of the 25 to 40 scholarshipping winners normally in attendance. We anticipate approximately 90-100 students being at WWP in Phoenix, Arizona seeking opportunities to learn and network with industry professionals.

The IFMA Foundation created a WWP student experience committee dedicated to engaging future FM professionals into our organization, ensuring they get the most out of the conference and have the ability to network with their peers and FM professionals. The committee is comprised of previous student scholarship winners, IFMA Fellows, IFMA chapter and council leaders, IFMA Young Professionals, IFMA Foundation Global Workforce Initiative Advisors (Sodexo and ABM) along with Foundation Trustees and staff. Their focus is to ensure that students attending WWP are introduced to all that IFMA has to offer to further their education and careers.

At Facility Fusion in Atlanta, WWP Europe in Amsterdam, and WWP in Phoenix, students will have an opportunity to learn about IFMA and all its offerings, interview for jobs with GWI advisors, and participate in the IFMA Foundation’s Ignite FM! Student Challenge. Ignite FM! is the Foundation’s new signature competition where students have three hours to solve an FM problem and then present their solutions to an audience of IFMA members. There are a multitude of ways to show support to students, attend their presentations get involved in the IFMA Foundation’s programs and activities.
with multiple locations that are interested in many types of energy technology. The company has a much larger national presence than it does in the DMV, although local business is ramping up. Sparkfund usually finds its customers through partnerships with large energy companies, not at the local coffee shop. Regardless of how they found each other, Sparkfund and Kruger formed a partnership that instantly gave his project some much-needed gravitas with local HVAC vendors. More importantly, the technology subscription (TS) model met Kruger’s needs.

First, like any subscription project, no up-front capital was required. This was important for Kruger’s small business, as was the ability to keep the financing “off-balance sheet” so it wouldn’t impair his ability to seek financing for his core business activities. And because Sparkfund handles most types of energy technologies (including portable technologies, like bulbs and appliances), Kruger was also able to replace his existing lighting with high-performance light emitting diode (LED) fixtures, a particularly important aspect of his visually-focused workspace. Kruger liked that his subscription managed all aspects of the installation, including technology selection, price negotiation, and equipment commissioning. Additionally, financing rates were reasonable, and his project was immediately cash-flow positive due in part to a five-year contract period that is not commonly available to building lessees in the DC area. “It’s impossible to find long-term financing in this market if you don’t own,” Kruger said. “If you own, you are in a different category, and there are a lot more levers to pull.”

With a third-party providing maintenance and assuring equipment performance over the contract term, Kruger says he can focus on his business instead of his building infrastructure. All in all, Kruger found the subscription project to be quick, easy, and good for his business. He said, “It’s fast and affordable, when did you ever find that?”

Citizen Energy is another local player in the subscription space, essentially the only other as-a-service provider in the DMV besides Sparkfund that’s not a large, traditional Energy Service Company (ESCO). Citizen Energy focuses on a single slice of the energy technologies industry, providing Lighting as-a-service (LaaaS) in contrast to Sparkfund, which works with more than a dozen energy technologies.

Edwin Luevanos is the CEO of Citizen Energy. He says that, like Sparkfund, his LaaaS financing model can work with any service provider or subcontractor. He added that about 90% of Citizen Energy’s customers are in the DMV, and many of them are small or medium-sized companies that may not be served by common energy technology financing options. “We have been very successful with mid-size buildings (~25,000 to ~200,000 square feet),” Luevanos said. “We are also able to execute contracts that require even small dollar amounts of project financing. These have traditionally been underserved markets.”

So, is energy technology subscription the wave of the future? There are many attractive aspects, and lease versus ownership, project size, and industry sector aren’t typically barriers to subscription. Whether or not it is right for the average building owner or facility manager may boil down to a few key considerations:

- **Equipment ownership:** During the subscription contract period, equipment ownership resides with a third party and not the customer, just like an operating lease. This may be particularly attractive to customers who don’t want to get locked long term into certain energy technologies within rapidly evolving markets. Because the financing is not fully amortized, the customer has the option to purchase the equipment for its residual value, extend the contract, or return the equipment at the end of a subscription contract period.

- **Project management and maintenance:** Because the customer is paying for a service, and not for a piece of equipment or a system, a third party handles most aspects of product selection and installation, and (as owners of the equipment) is responsible for maintenance over the life of the contract.

- **Performance risk:** Like an energy savings performance contract (ESPC), performance risk is the responsibility of a third party, yet this comes without the premium cost.

- **Balance sheet treatment:** According to new Financial Accounting Standards Board (FASB) rules, as of 2019, operating leases are now treated on-balance sheet. This means subscription is one of the few financing mechanisms that will be consistently treated off-balance sheet, which is attractive to organizations concerned about debt load.

Like most in the subscription industry, Sparkfund has greatly simplified the contracting process, which is part of the company’s overall focus on making the entire technology implementation experience fast and painless. For example, Kruger’s contract was only a few pages long, and because he was familiar with contracts from equipment leases, he didn’t feel it necessary to hire an attorney to negotiate or review his contract. From start to finish, it only took a few months to close the deal.

What about the downsides to subscription? Depending on considerations like property values and potential sales, one downside may have to do with equipment ownership. Jessa Coleman is the program manager for Maryland C-PACE. “I think the main question is whether or not you wish to own the improvements,” she said. C-PACE stands for Commercial Property Assessed Clean Energy. C-PACE is one of many financing options for energy efficiency improvements and is growing rapidly in the DMV. Like subscription projects, C-PACE projects are cash-flow positive from day one. And like other financing options such as ESPCs, capital leases, and loans, C-PACE allows equipment ownership from day one, although the improvements must be permanently affixed to the property. “Because the property owner owns the energy efficiency improvements that are financed, the value of the property will increase,” Coleman added.

Ownership of new equipment not only increases property value, it may also simplify potential property sales. This is because the special tax assessment that building owners are charged to pay back the upgrade(s) automatically transfers with a property sale. While a subscription can also be transferred to a new building owner if a property is sold, equipment
Energy Technology Subscription – Like Pushing the EaaS-y Button?  Continued from page 12

ownership resides with a third party and does not increase the property value. And although there would be no property lien with subscription as there would be with other financing mechanisms like C-PACE, there is still a mechanical lien attached to the new equipment that must be assumed during a property sale.

Still another potential downside is maintenance. While some organizations like Fluent Visual might be ecstatic to hand over maintenance responsibilities to a third party, other organizations, especially those with highly-resourced and capable facilities staffs, may perceive subscription as encroaching on their maintenance turf. Asher Burg, Chief Revenue Officer at Sparkfund, says there are advantages to the third-party maintenance aspect of subscription, regardless of your staffing. “We believe organizations with any size facilities staffing model can benefit from the technology subscription’s all-inclusive maintenance component,” he said. “Not having to service building infrastructure means these employees can work on larger, more strategic projects that often fall by the wayside when an emergency repair comes up and can focus on serving specialized industry-specific equipment that the Technology Subscription doesn’t cover.”

One additional point made by Edwin Luevanos of Citizen Energy involves utility incentives. In the past, utilities have been generous with rebates and incentives to encourage customers to purchase new energy efficient technologies. However, as these technologies have become more mainstream, many incentive programs have been reduced or have even disappeared for certain components, making other considerations more important. “I think that as rebates and incentives continue to decrease, the market will look even more to options like ‘as a Service’ in order to minimize the upfront cost, risk and total cost of ownership,” Luevanos said.

Quentin Kruger is just happy to have working HVAC and some bold new lighting, and relieved that he doesn’t have to worry about anything but paying his subscription bill for the next five years. He said he would recommend subscription to just about anyone. “If you want to execute a project that is going to return on an investment, and you don’t want to tie up half a year talking to your bank to arrange financing, then subscription is a really solid option,” he said.

New Member Spotlight  Continued from page 3

connecting people and economies with roads, bridges, tunnels and transit systems, and delivering clean water and energy.

How did you become familiar with IFMA?

I researched organizations that served the facilities management industry and became convinced that IFMA was the most supportive and professional association out there. AECOM encourages managers and other employees in leadership positions to grow in their expertise. Organizations such as IFMA are very helpful to advance our career growth and knowledge base.

What interested you in becoming a member?

Sometimes I can feel very isolated in my daily work and I wanted access to the knowledge of other professionals for peer input as my responsibilities continue to grow. I also signed up not just for the Capital Chapter, but for Maryland and Virginia chapters as well because we have facilities in all of those regions.

How do you expect the Capital Chapter to benefit your career?

I anticipate the face to face opportunities for dialogue and learning will be a valuable part of my professional growth. I anticipate the chapter events will help to grow my professional network within the FM community. I also feel the chapter can help me gain additional facilities management knowledge through educational seminars, conferences, and online content, ensuring I’m not forced to create every program and process from scratch.

Some of your favorites….

Movie: “Dancing with Wolves” and “Hidden Figures.”
Food: Seafood (especially Maine lobster).
Hobby: More than a hobby, my passion is mission work. It has taken me to Kitale, Kenya, Africa, Warr, West Virginia, and to Navaho reservations in the Southwest US to help the disadvantaged and impoverished living there. Vacation Spot: Europe, especially Rome and Madrid (one day soon). Restaurant: Ranazul in Fulton, MD for tapas. Weekend: Spending time with my granddaughters and family.
Welcome New Members

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<td>Andrew Adamson</td>
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<td>NeighborWorks America</td>
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<td>J+J Flooring</td>
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<td>Alejandro Castro</td>
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<td>Brandon Synan</td>
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<td>Laura Ware</td>
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Capital Chapter’s JOBnet Delivers!

Looking for a Job? Looking for a great candidate to fill a vacancy? Visit the Capital Chapter’s JOBnet and access jobs and candidates in the metro-DC area. The most recent job postings are listed below:

**Title:** Facilities Project Manager  
**Company:** National Restaurant Association  
**Location:** Washington, DC  
**Posted:** 3/20/19

As part of a growing organization, work with departmental leadership to develop and implement strategic processes and practices to increase the impact and effectiveness of the Facilities Management function. Manage moderately complex facilities projects, including capital renovations, new construction, and implementation. Oversee and coordinate DC & Chicago event spaces, including developing and implementing appropriate usage policies. Ensure timely and relevant communications across the organization on all issues relating to Office Services and Facilities. Some night and weekend work as required.

**Title:** Building Operations Supervisor  
**Company:** Prince William County Government  
**Location:** Prince William County, VA  
**Posted:** 3/19/19

The Prince William County Department of Public Works, Buildings & Grounds Division, is seeking an exceptional maintenance leader to join a dynamic team that specializes in innovative, responsible and environmentally sound maintenance practices. In this position, you will oversee the maintenance operations for a number of County facilities. The ideal candidate will have experience supervising and mentoring skilled and unskilled personnel, exceptional time management skills, and have a thorough knowledge of facilities management principles. Candidate selected for hire must pass health physical and Police background check to include drug test, fingerprints, credit check, and employment verification.

**Title:** Facilities Coordinator  
**Company:** CBRE  
**Location:** Rosedale, MD  
**Posted:** 3/25/19

The purpose of this position is to provide assistance to the facility management team to ensure the successful completion of client facility needs. The candidate will respond to client inquiries and concerns. Ensures timely and quality service delivery to clients. Follows up with clients to ensure customer satisfaction. Creates work orders and assigns work orders to multiple technicians, subcontractors and vendors. Communicates work orders to technicians and assists management in resolving problems. Provides reports on open and closed work orders and checks status with the appropriate technician or vendor. Peoplesoft and Microsoft Office experience will be important.
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Get Linked into the Pulse of the Capital Chapter!

This is your invitation to get more involved with the Capital Chapter of IFMA through our LinkedIn Group! LinkedIn is a great tool to connect with those in the FM industry; stay informed on current events and industry news; and share your knowledge. Visit [www.linkedin.com](http://www.linkedin.com) to create an account, then search for the group IFMA-Capital Chapter and follow the prompt to request to join. *Note:* This group is only open to Capital Chapter members. If you’re not a member, navigate to the chapter [website](http://www.thebluebook.com) and click the JOIN link at the top of the screen. We’ll see you online!
Capital Chapter Upcoming Events…

Apr. 11: **None of Us is as Smart as All of Us**
AIR, Arlington, VA

Apr. 30: **CCIFMA Orientation & Networking Happy Hour**
American Association for the Advancement of Science, Washington, DC

May 20: **Annual Golf Outing**
International Country Club, Fairfax, VA

Oct. 16-18: **IFMA’s World Workplace**
Phoenix Convention Center, Phoenix, AZ

For more information, or to register, visit the Capital Chapter website or call 703-691-IFMA.