



May 2015 Issue

## THE PRESIDENT'S MESSAGE...



"You treated me so kind...You made me so very happy" the lyrics from the song "You Made Me So Very Happy" by the group Blood, Sweat & Tears. In the January Newsletter I wrote about the National IFMA WE – Workplace Evolutionaries Community and the trend for wellness and balance in the workplace. The workplaces with design and thoughtfulness can change employee engagement, increasing a level of happiness that leads to more productivity.

I just got back from the Virginia CEO Council annual retreat and the keynote speaker was Shawn Achor. Shawn's topic was the 'Happiness Advantage'. Shawn defined happiness as the joy that you feel moving towards your full potential. Shawn's topic was well researched and he admits as a positive psychologist, everyone thinks happiness in the workplace is "fluff". Shawn has done lots of research linking Happiness and Success. Much of his research, so it is not 'fluff', is proving the value of happiness in the workplace and how employees' wellbeing drives profits. His research in many different workplace situations and large Fortune 500 companies had positive outcomes, which he names the 'Happiness Advantage'. Some of the positive outcomes were - 37% greater sales, 3 times more creativity, 31% more productivity, and 23% fewer fatigue symptoms and up to 10% more employee engagement. (I said to Shawn, later after the session, the outcomes are very similar to having live green plants in the workplace.) His research indicated that happiness is what's now – the present moment.

Shawn took the Ritz Carlton Hotel Gold Standard System of Customer Service – 5/10 rule and applied it to a hospital. The 5/10 rule for the Ritz Carlton staff is if a guest is within 10 feet you make eye contact and smile. If a guest is within 5 feet you greet them verbally with a smile. The outcomes, within only 6 months, doing just this 5/10 rule with the staff within the hospital were very dramatic. The patients felt they received better care, the patients recommended the hospital as well as the doctors, and the recuperation rate was faster. The staff was more engaged, absenteeism was reduced and there was less turnover. This was within a 6 month period! The same results have occurred in subsequent research with other entities.

Continued on page 5

## MEETINGS

### May 2015 Membership Meeting

**Date:** Tuesday, May 12, 2015

**Time:** 5:30 pm

**Place:** Richmond Harley Davidson

**Program:** Presentation & Tour

**Cost:** Members \$15 Members w/ Cert. \$10

Non-Members \$35

**RSVP:** By Thursday May 7, 2015

\*\*\*\*\*

### Next Board Meeting:

**Date:** Tuesday, June 2, 2015

**Time:** 4:30 p.m.

**Place:** Markel Bldg. 4600 Cox Road

\*\*\*\*\*

### Next Membership Meeting:

**Date:** Tuesday, June 9, 2015

**Time:** 5:30 p.m.

## 2014/15 OFFICERS

### **President**

Connie Hom, CLP  
[connie@buckinghamgreenery.com](mailto:connie@buckinghamgreenery.com)  
434-969-4711

### **Vice President**

Harvey Jones, FMP  
[harvey.g.jones@dom.com](mailto:harvey.g.jones@dom.com)  
273-3076

### **Secretary**

Stave Pancham  
[spancham@mbpce.com](mailto:spancham@mbpce.com)  
330-4875

### **Treasurer**

Bernadette Coleman, CFM  
[Bernadette.coleman@bdnreit.com](mailto:Bernadette.coleman@bdnreit.com)  
521-1831

### **Immediate Past President**

Jim Mallon, CFM  
[Jim.Mallon@dom.com](mailto:Jim.Mallon@dom.com)  
771-3090

## CHAPTER ADMINISTRATOR

Barbe Shaffer, CDT, SDA/C  
[ifmarichmondva@gmail.com](mailto:ifmarichmondva@gmail.com)  
651-6885

## COMMITTEE CHAIRS

### **Membership**

Julie Mutchler  
[jmutcher830@gmail.com](mailto:jmutcher830@gmail.com)

Cameron Bridges  
[bridgesca@cox.net](mailto:bridgesca@cox.net)

### **Programs**

Karen Frebert  
[K.frebert@creative-va.com](mailto:K.frebert@creative-va.com)

### **Sponsorship**

Brian Workman  
[BWorkman@MOH.com](mailto:BWorkman@MOH.com)

### **Public Relations**

Lloyd J. (Bud) Vye, R-CFM  
[bdvye@comcast.net](mailto:bdvye@comcast.net)

### **Website & Social Media**

Paxton Whitmore  
[pwhitmore@svmservices.net](mailto:pwhitmore@svmservices.net)

### **Newsletter**

G. R. (Ranny) Robertson, R-CFM  
[grjr41@gmail.com](mailto:grjr41@gmail.com)

### **Professional Development**

Maureen Roskoski, SFP  
[maureen.roskoski@feapc.com](mailto:maureen.roskoski@feapc.com)

### **Hospitality**

Elizabeth McKinney  
[emckinney@markelcorp.com](mailto:emckinney@markelcorp.com)

### **Golf Tournament**

Tim Hume, CFM  
[timh@hermitagecountryclub.com](mailto:timh@hermitagecountryclub.com)

### **IFMA RICHMOND CHAPTER NEWS**

Is a publication of the Richmond Chapter of the International Facilities Management Association. This newsletter is designed to provide a channel of communication to members and prospective members.

IFMA, PO BOX 808, RICHMOND, VA 23218



## **AROUND THE CHAPTER**

*by Bud Vye, Retired CFM*

Was thinking about President Connie's "Strive for Five" campaign to encourage attendance at Chapter functions when I saw both Bob Borchers and

Mike Walton at Westminster Canterbury. Both down from the Charlottesville area on that rainy day, I asked them "How was the drive?" Both answered "Not so great, particularly when passing a tractor trailer, with the sheet of water thrown up on your windshield". I think those guys deserve double credit on the "Strive for Five" for degree of difficulty and distance, and don't any of you others be complaining to them about having trouble finding a parking spot.

Not a threat for the "Strive for Five", but not afflicted with "Past President's Syndrome" either is Ned Netherwood who I ran into at the U of R NIT games. He's been relaxing down at Lake Gaston on his 29' boat, but promises to "come up for a meeting or two in the near future". Didn't see you at WC, Ned but will be looking for you at Harley-Davidson.

Speaking of which, I hope the folks up there are still smiling when we meet there, as I note as I write this that their stock just had it's biggest down day (almost 10%) in six years on the news that they will be cutting back their production due to big discounts from competitors and strong foreign competition due to the strength of the dollar.

Speaking of foreign competitors, we've got the Brazilian candy company Mavalerio, investing \$5 million to put a production facility in an existing 38,000 sq. ft. building in Northlake Business Park near Creative.

While China's Shandong Tranlin Paper Co. purchased the first 60 acre piece of an eventual 850 acre site for \$3.18 million from Allied Concrete and has its eye on the adjacent 790 acres now owned by the Reynolds family next to the James River at the east end of Willis Road in southeast Chesterfield county. In what is touted as the largest economic development project by a Chinese company in Virginia's history (a \$2 BILLION investment creating 2,000 jobs), the firm plans to make paper from straw, sourced from local farmers, using the byproduct after production as fertilizer. With overcapacity in the paper industry at several locations in the state already, it'll be interesting to see what this paper is used for, and who is going to get hurt.

And Singapore based R1 International signs a lease for a 76,000 sq. ft. warehouse down at the Port near Open Plan Systems where we met in Sept. of '13. They import giant slabs of natural rubber in 20 ton containers from Indonesia and will be cutting their warehousing costs, getting closer to their final destinations, and escaping the Norfolk Port and I-64 congestion by bringing their rubber up here on the Barge Service, which is gradually getting more usage.

*(Continued on page 6)*

## MEMBERSHIP CORNER

By Julie Mutchler, Membership Committee Chair

### Welcome to our newest members!

**Valarie Blaes**

Owner  
Blaes Communications  
P O Box 14035  
Richmond, VA 23225-8967  
Email: [info@blaescommunications.com](mailto:info@blaescommunications.com)

**William Kannan**

112 Page Street  
Franklin, VA  
Email: [designateddummy@yahoo.com](mailto:designateddummy@yahoo.com)

**Terry Myatt, CFM**

Facility Manager  
CBRE  
15091 New Kent Highway 10  
Lanexa, VA 10311  
Email: [terry.myatt@cbre.com](mailto:terry.myatt@cbre.com)

### On behalf of the Chapter Board, "Thank You" to the following for renewing/rejoining this month

**Michael Barnes**

Site Manager  
Brandywine Realty  
9797 Millstone Dr.  
Hopewell, VA 23860  
Email: [mike.barnes@bdnreit.com](mailto:mike.barnes@bdnreit.com)

**Richard T. Hulcher**

Owner  
Hodgman's Inc.  
4565 Carolina Ave.  
Richmond, VA 23222  
Email: [dhulcher@hodgmansinc.com](mailto:dhulcher@hodgmansinc.com)

**Ken Miller**

Manager of Engineering  
Westminster Canterbury Richmond  
8316 Gettysburg Lane,  
Mechanicsville, VA 23111  
[kmiller@wcrichmond.org](mailto:kmiller@wcrichmond.org)

**Sara L. Cowherd**

President  
FM Solutions, LLC  
1011 East Main Str  
Suite 210  
Richmond, VA 23219  
Email: [sarac@fmsolutions-us.com](mailto:sarac@fmsolutions-us.com)

**Glen Lewis, FMP**

Maintenance Program  
City of Richmond  
1400 Brandon Street  
Richmond, VA 23224  
[glen.lewis@richmondgov.com](mailto:glen.lewis@richmondgov.com)

**John S. Massad Jr.**

Secretary/ Treasurer, JMJ  
7910 W. Broad Str.  
Richmond, VA 23294  
[john@jmjcorporation.com](mailto:john@jmjcorporation.com)

**Brian Dudley**

Facility Technology Specialist  
United Network of Organ Sharing  
700 North 4<sup>th</sup> St  
Richmond, VA 23219  
Email: [brian.dudley@unos.org](mailto:brian.dudley@unos.org)

**Maureen K. Roskoski, LEED AP, SFP**

Senior Professional, Corporate Officer Sus-  
tainability  
Facility Engineering Associates PC  
12701 Fair Lakes Circle, Suite 101  
Fairfax, VA 22030  
Email: [Maureen.roskoski@feapc.com](mailto:Maureen.roskoski@feapc.com)

**Visit our New & Improved Local Chapter Web  
Site**

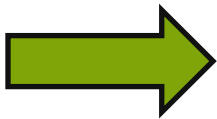
**[www.ifmarichmond.org](http://www.ifmarichmond.org)**

**IFMA Richmond Chapter**  
**Board Member Nominations - 2015-2016**

(Corrected)

President - Harvey Jones  
Vice President—Kathy Taylor  
Secretary - Steve Pancham  
Treasurer - Bernadette Coleman  
Immediate Past President - Connie Hom

Membership - Cameron Bridges & Scott Reed  
Programs - Karen Frebert  
Sponsorship - Brian Workman  
Public Relations - Bud Vye  
Website & Social Media - Paxton Whitmore  
Newsletter - Ranny Robertson  
Professional Development - Maureen Roskoski  
Hospitality - Andrea Niedhammer  
Golf Tournament - Tim Hume



**The vote will be taken at our May meeting.**

Nominations may be made from the floor and the nominee must have agreed to serve prior to his/her nomination. The Installation of those voted into office will be at our June meeting.

Your Board would like to involve as many members as possible in the work of your Association. If your name is not listed above and you wish to serve in any capacity, please contact any Board member at your earliest convenience.



New CFM's Anthony Corcoran (black shirt) & Bert Lunsford (blue shirt) from Altria

**Please congratulate our newest CFMs**

## STRIVE FOR FIVE 2015 PROGRAM

We want YOU, OUR MEMBERS, to participate in our monthly meetings, our professional breakfasts, and Rebuilding Together - Richmond .

From January 2015 through June 2015, any member participating in at least (5) IFMA National and/or Richmond Chapter events, the member's name will be put into a drawing. The drawing will be held at our

Annual Meeting at Squirrelarama at the Diamond on Tuesday June 9, 2015.

There will be several \$100.00 Gift Certificates and Prizes randomly drawn from the members that have participated in at least (5) events. You can be a winner in so many ways!

**Come attend and participate in IFMA and STRIVE FOR FIVE!**

*(Continued from page 1)*

So how does this apply to facility managers? What if we did the same 5/10 rule as we are walking through our facilities? We make eye contact and smile within 10 feet of people as we walk through the facility. We greet verbally and smile within 5 feet of people as we walk through the facility? A smile is contagious! The greeting is like an act of kindness. Something as simple as this – what would be the 'Happiness Advantage' for you as a Facility Manager and your company? How about trying it and let me know if you see any changes. As you do this think about the lyrics "You treated me so kind...You made me so very happy".

\*\*\*\*\*

*(Continued from page 2)*

While the Grocery Store trade publication Food World comments in their recent issue “Of all the markets we cover from New England down to the Carolinas, Richmond is the most overstored retail food market in that region, and there's going to be some bloodletting”. And that's before Aldi, Wegman's, and Whole Foods open their new locations. Should be great for us consumers while it lasts!

Not from overseas, but plenty of competition for two successful local outfits as CarMax is getting challenged by CarLotz, and then by three California startups who are taking internet used car retailing to another level by not having bricks and mortar stores or lots. They leave the car with the seller until the buyer orders it sight unseen and has it delivered to their house. Then they have ten days to try it before they have to keep it. BEEPI, Carvana, & Carlypso are the companies with different variations on this theme, and it'll be interesting to see how high their return rate is since the customer does not take a test drive .

Meanwhile Patient First (haven't heard from Dean Andrews in a while) is being challenged in the Urgent Care arena by all the Hospitals (particularly Bon Secours) who are opening free standing units, plus now a smaller outfit called BetterMed Urgent Care which is doing 4500 sq. ft. units, having opened their first in Midlothian, followed by one in Colonial Heights, and now one in front of the Faison residences (where we met last September) in the small commercial strip facing Broad St.

A pair of local outfits doing damage control, as Lumber Liquidators scrambles to assure everyone that the formaldehyde levels in their flooring laminates are not too high after being featured in a “60 Minutes” segment. While HDL tentatively agrees with the Justice Dept. to pay a \$47 million fine, while explicitly denying any wrongdoing over kickbacks to doctors sending blood samples to them for testing (at the same time being sued for big money by both Cigna & Aetna for using “a fraudulent billing scheme”). Not too familiar with blood testing practices but from setting up a number of warehouses using particle board for bin decks we always had to fully ventilate a new installation until the new particle board “offgassed” since the formaldehyde in it would really make you loopy. After two or three days everything seemed to be back to normal, so I was a little surprised by the big furor in this case. I wouldn't worry too much about how it came out of the mill, but rather what its level was when you installed it in someone's house.

\$47 million seems to be a popular number when dealing with the Feds, since that's what MeadWestVaco is suing them for, claiming they were shortchanged that much on their reimbursement for building a clean energy facility at their big paper mill in Covington.

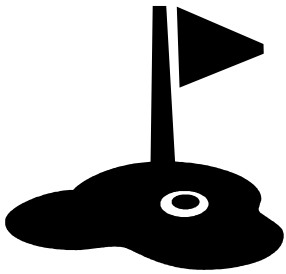
A couple of high profile projects halted and back to the drawing board (or maybe the BIM modeling process) as the VCU Art Institute needs more work to insure that it's unique design is structurally sound, so for the time being no action at Broad & Belvidere. While down at Kanawha Plaza, the City Planning Commission gets huffy and throws their weight around, calling the City's plan “incomplete, rushed, and lacking in public input”, pushing the project back a month or more, bike races or no bike races in September.

A long way from the drawing board as the Redskins current lease at FedEx Field runs for 12 more years, but lots of talk from the Governor's office about a new stadium for the team in Virginia, rather than Maryland. Somewhere in Loudoun county along the yet to be built extension of the Metro Silver Line beyond Dulles is the area mentioned most frequently, but so far this one is mostly conversation.

*(Continued on page 7)*

# Save the Date

## IFMA Annual Golf Tournament



**This year's GOLF TOURNAMENT will be held on  
Monday, September 21, 2015  
Hermitage Country Club**

**Contact Tim Hume at 804-708-8927  
or e-mail [timh@hermitagecountryclub.com](mailto:timh@hermitagecountryclub.com)  
regarding sponsorship availability.**



---

*(Continued from page 6)*

Dulles' passenger counts keep dropping, while Reagan's keep increasing (as members of Congress selfishly keep requesting exemptions from the restrictions that are designed to keep Reagan as the "short haul" airport of the two, so they can have more convenient flights home). Now Senators Warner and Kaine are making themselves unpopular with their more distant colleagues by refusing to let bills authorizing new exceptions for Reagan come to the floor.

As I regularly drive on Glenside past the intersection of Forest, I've been wondering for months what's going into the new building that has very slowly been progressing in the far corner of the Reynolds Crossing development. Now it becomes clear that its mostly going to be restaurants, including Chipotle, Jersey Mikes, Salad Works and what else? Another Starbucks, naturally, with a Hair Cuttery and Nails salon mixed in for a little variety.

An interesting item I caught in the Financial media, in connection with the acquisition of Kraft Foods by H.J. Heinz. Had heard that Warren Buffett was somehow involved in the deal but wasn't aware that his partner was a Brazilian outfit by the name of 3G Capital Partners. Seems they had gotten together a couple of years ago to buy Heinz, after 3G had taken over Anheuser-Busch and Burger King. Seems they had developed a reputation for slimming down fattened blue chip companies by some ruthless terminations of administrators and managers and eliminating all kinds of costly niceties ---- economy travel for all with no more corporate jets, everyone using cheaper hotels, open rather than private offices, etc. As one investor said "I wouldn't want to work for them. But I'll invest with them any day." And that was why Kraft stock moved up 36% on the morning the acquisition was announced.

And, in closing, caught a picture in the press of our hosts at Center of the Universe Brewing Company (where we met in November of '13) all bundled up on a cold day planting a couple of new varieties of hops at Lewis Ginter's Community Kitchen Garden out behind the Conservatory. Now we can all watch them grow, which must be a pretty fast process, as they plan to harvest them this fall and use them in a Lewis Ginter themed specialty brew.

\*\*\*\*\*



# Rebuilding Together – Richmond Project Day - 2015

By Barbe Shaffer



Rebuilding Together - Richmond (RTR) is a volunteer-based program that repairs and rehabilitates homes, helping the low-income elderly and disabled homeowners who are unable to maintain their homes. The primary focus this year was in the neighborhood of Swansboro.

On Project Day, we had approximately 21 volunteers from IFMA Members, family members and friends. Some of the items that we took care of on Project Day were replacing a new window, installing a new storm door, replacing all the gutters, installing a new

toilet, repairing the front and back porch railings, building a crawl space access door, yard work, painting, and much more.

The repairs that were made to Mrs. Mitchell's home have made a tremendous impact on the quality of their life.

I was very fortunate to have a wonderful group of volunteers to work on this project and applaud them for their "let's get it done" attitude. Despite the rain, everyone just kept working and we were able to accomplish almost everything on our task list that day. It couldn't have been done without everyone's help and support!

## Thanks to IFMA for their contribution and sponsorship of this project.

### VOLUNTEERS

Mike Maroney	Mark Friedrich	Jim Mallon	John Heisler
Richard Hansen	Ranny Robertson	Bernadette Coleman	Tim Hume
Chad Wilder	Connie Hom	Sara Cowherd	Lisa Grim
Ellen Kerby	Frank and Randi Crum	Andrea and Dan Niedhammer	
Marci Davis	Christie Shadbolt	Don Goz	

Also, thanks to Kathy Taylor with ServPro Richmond Henrico Chesterfield, Tri-Cities Plus for checking into the mold issue that Mrs. Mitchell has in her house. She has several respiratory problems that the mold is a big concern.

Thanks to Andrea Huntjens with Sophisticated Soirees for donating the tasty lunches that day



Editor's Note: Many THANKS to Barbe Shaffer —She did much more than all of us!



## APRIL MEETING REPORT

by Bud Vye, Retired CFM

A good turnout of 58 on a rainy 14<sup>th</sup> that had tapered off to a light drizzle by meeting time. Some had a challenge in locating a parking space on the big Westminster Canterbury Richmond campus, but all eventually seemed to join us in the room where we were meeting. A nice spread of Chef Frits Huntjens' hors d'oeuvres featuring both crab and meat balls greeted us in the rear of the room which was set up auditorium style. A lengthy social hour took place, with a number of new faces present. Turned out later that many of these were on the long list of meeting sponsors Brian Workman had rounded up, most of whose firms had recently done some work at the host facility.



In due time, President Connie summoned the group to their seats and convened the meeting, first recognizing and congratulating our two newly minted CFM's from Altria in the persons of Anthony Corcoran & Bert Lunsford. Next up for recognition was the previously mentioned Sponsorship Chair Brian Workman, whose brother Keith was also present with us on this occasion. Programs Chair Karen Frebert was called on next to announce the upcoming programs, which she led off by stating that our tour of the Gateway Plaza building downtown was being pushed back from next month to August, since their schedule had had some setbacks and they would be better prepared to show us through when they were complete. Instead, we will be meeting at the new Harley-Davidson motorcycle dealership off of the Lewistown Road exit of I-95 in May, followed by our baseball outing with the Squirrels at the Diamond in June, and CORT's completed furniture rental building on the Boulevard in July, prior to visiting Gateway Plaza.

Then came the recognition of the sponsors, each of whose representatives briefly told us about their firm, with a number of them indicating the work they had performed for Westminster Canterbury: Chris Wright of Hodgman's; Renee McDowell of DSCR; Mark Goff & Bill Warner of APG; Mike Calkins, Lisa Granger & Brad Lawson of Trolley House Refreshments; Todd Lorenzen of Folkes; Richard & Darnley Adamson of Green Solutions; and Allen Hurt of Colonial Webb.



Sponsor recognition completed, we were briefly welcomed to Westminster Canterbury by Derek Oliver, the Director of Facility Services, who then called on Stacey Nannery, the Director of Sales and Marketing who gave us an in depth PowerPoint presentation on the facility, which was founded 39 years ago with a joint affiliation with the Episcopal and Presbyterian churches. Now home to almost 900 residents, about two thirds of which live independently, with the remainder in Assisted Living or the Health Center, it is the eighth largest non-profit retirement community in the country. A staff of more than 700 serves them, who have more than a hundred of their children being cared for on site in the Child Development Center during the day while they perform their duties.

With a wide variety of living accommodations available and a long list of top flight services, amenities and social activities, a very small sample of which we observed on our tour (residents entering the auditorium for an operatic program, the art studio, wood working shop, Tower library, chapel, Kathleen's lounge, and Canterbury dining room), plus first class food service supervised by an award winning chef, its not hard to see how the community is generally ranked #1 of its type in this region. Other features we didn't get a chance to see included the aquatic center, on site rehabilitation center, fitness center, and putting green.

## CAREER OPPORTUNITIES

### Senior Engineer (Civil, Structural, Construction)

This full-time position is for a Senior Project Consultant for the Somerville, NJ office.

#### Job Description:

Provide direct support to Principals and Senior Project Consultants from the New Jersey, North Carolina and Ohio offices.

Perform in-depth building diagnostic/forensic investigations of building interiors and exteriors, identify deficiencies and damages, document conditions.

Use specialized diagnostic equipment for detection of concealed conditions and perform field testing using ASTM and other standards.

Capable of planning and implementing field investigations with guidance from senior personnel, delegating tasks and supervising employees for multiple projects.

Contributory writer in report development for managed projects; ability to compose and supplement the content of technical reports, develop tabular information, photographic databases and other work product based off of investigation findings.

Develop and maintain strong professional relationships with all third party contractors, attorneys, clients, etc.

Participate in attorney/client meetings in which the firm introduces themselves, or provides findings from investigations; ability to clearly articulate the firms' objectives, goals, and findings during presentations.

Support firms business in developing proposals, budgets and tracking costs.

#### Job Requirements:

Bachelor degree in architecture or engineering required.

Engineering professional registration or ability to obtain in next 2 years a must.

Minimum of ten years experience including office and field within the construction/architecture/engineering fields.

Understanding of all aspects of construction of buildings with a concentration on the building envelope.

Must be able to interpret construction documents and compare to as-built conditions.

Industry accreditations (ASPE, ICC, CSI, etc.) preferred but not required.

Must have demonstrated and current direct experience within the construction A/E industries supervising a small group of individuals and delegating tasks to others.

Must be physically capable to carry out site investigations, i.e. – climb ladders, carry heavy equipment, stand on a swing stage or boom lift, use diagnostic equipment, fabricate testing assemblies, etc.

Must have demonstrable experience in technical writing.

Proficient in Microsoft Office applications.

Wise HR Partnerships brings to small businesses the human resource structure, processes, and solutions for success. EOE/AA/Minorities/Female/Disabled/Vet. To learn more visit <http://wisehrpartnerships.com/>. Contact: [cris-ty@wisehrpartnerships.com](mailto:cris-ty@wisehrpartnerships.com).

## CAREER OPPORTUNITIES

### Estimator

This full-time position is for an Estimator for the Richmond, VA office of Emerald Construction Company

Immediate opening for candidate who will assist the Director of Pre-Construction.

Projects range from commercial/industrial/medical/retail in the Richmond and surrounding region; project sizes from \$.5M to \$15M.

Candidates must have a strong knowledge of all trades and phases of construction. 5 years of experience is preferred.

Experience in Timberline a plus.

Must have sense of urgency and be able to meet deadlines.

Come join a winning team, get training for advancement, and be valued!

Send your resume to: [Franci Lucas at flucas@emeraldconstruction.com](mailto:Franci.Lucas@emeraldconstruction.com).

---

*(Continued from page 9)*

As a Life Care community it has a fairly high entry cost, but the monthly charges remain fairly constant no matter how long the resident lives or what level of care they might eventually need, so they are protected from the rising costs of assisted living and nursing care. Once admitted, they can not outlive their resources, as the community's Fellowship Program stands ready to augment their resources, if need be, so they can continue to Live Life Well, without concern for their finances.

An excellent presentation by Stacey Nannery, who then answered any questions, followed by a short tour of the areas mentioned above, led by Laurie Hemler, concluded our evening. Many thanks to Stacey Nannery, Derek Oliver, and Gayle Haglund, Laurie Hemler and the other WC staff who made us feel at home; to all of the many sponsors for their contributions; and to Karen Frebert and WC's Ken Miller for making arrangements for us to have a first class meeting at a first class facility.



## SUSTAINABILITY CORNER

By Maureen Roskoski, SFP, LEED AP O+M

Chris Hodges, P.E., CFM, LEED AP, IFMA Fellow, FRICS

Chris is a Principal and co-founder of Facility Engineering Associates and is co-author of the book, *“Sustainable Facility Management, the Facility Manager’s Guide to Optimizing Building Performance.”*

This article originally appeared in FMLink (December 2014)

Facility management and building technologies have given us the ability to manage the smallest details of our work practices and to see into the most remote corners of our buildings. Work management metrics, energy consumption, water management, thermal comfort, and a broad range of building performance metrics are at our fingertips; often in real time. One of the biggest challenges facing facility managers is distinguishing what data is important, and what to do with it once we’ve determined which metrics bring value. It’s easy to get wrapped up in data. After all, we’ve been conditioned over the past decade or two to monitor and measure our progress in almost everything we do. The need for more sustainable facilities, the need to manage them efficiently, and the ability to collect vast amounts of performance data have converged so that we are often faced with far more data than we need. Data is everywhere; but we’ve been so captivated by our ability to collect vast quantities of the stuff that we often lose sight of what we’ve set out to accomplish – improve performance.

Reporting of the FM function has become an important tool for enhancing the visibility and demonstrating the importance of good facility management practice. It also allows us to demonstrate our organizational commitment to environmental stewardship. Facility management reports have evolved to include sustainable facility management metrics. These reports are often used to demonstrate Corporate Social Responsibility (CSR) by detailing the use of energy, water, materials and resources, responsible site management and sustainable workplace management.

A great report is a mix of science and art. Traditional metrics and Key Performance Indicators (KPIs) show that we’ve fulfilled our stewardship role by being fiscally responsible. However, compelling stories also address the human element of facility management – the integration of people and place, and the importance of sustainable facility management practice. A good story has a strong human element. Facility management reports are a great opportunity to show the impact of the facility management profession by telling the story of “why” we do our jobs.

This article focuses on the “science” piece by looking at how we measure, monitor and report performance metrics. A facility management report should show balance between reporting the metrics and telling the story of the facility manager’s contribution to safer, more productive facilities, and the environmental stewardship that supports the organization’s commitment to the triple bottom line.

As we struggle to determine which performance metrics to measure and monitor, it often helps to start at the organizational level and look at the drivers of facility management and building performance. Facility managers are charged with ensuring that facilities operate to support the business mission, balance the expectations of occupants and stakeholders, and meet the challenges of the triple bottom line. This creates the massive challenge of managing for high-performance and environmental stewardship while minimizing cost. The facility management function is typically viewed by the organization as a cost, and facility managers are competing within their organizations for investment dollars. Operating efficient and sustainable facilities, while chal-

*There is a growing desire to elevate facility management to improve the recognition and perceived value of the profession within the corporate hierarchy. Many have achieved success in this arena through careful alignment with their organization's mission and by emphasizing facility professionals' role as managers of significant assets and enablers of the organization's mission, vision and values.*

(IFMA) Facility Management  
Trend Report:  
Emerging Opportunities  
For Industry Leaders,  
2014

lenging, offers a unique opportunity to meet CSR (softer) goals while creating the maximum return on investment (financial goals).

### Measuring Performance

In facility management, work management systems (FM technology systems) are designed to tell us how well we are managing the FM function, how much work we've accomplished, how many projects we've undertaken, and how efficient we are at performing those functions. Building management systems are designed to tell us how much energy and water we use, how we're consuming our resources, and how well we are managing comfort and safety in the workplace. Both systems should be well enough integrated to capture how efficient we are at spending our organization's money.

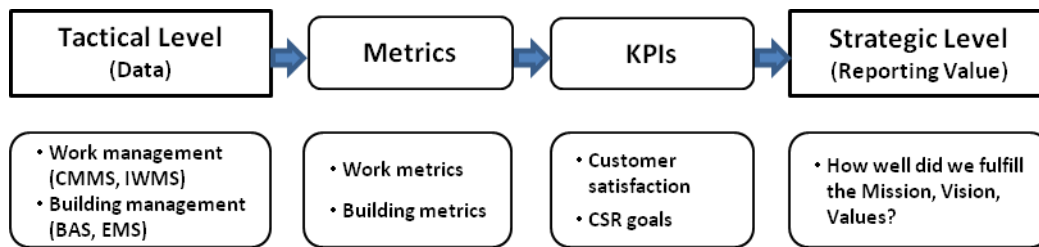


Figure 1 – From Data to Reporting; Integrating FM function and Building function

Measuring and monitoring performance starts at a very tactical level. The starting point for a facility management report is the work management data (from Computerized Maintenance Management and Integrated Work Management Systems) and building performance data (from Building Automation Systems and Energy Management Systems). The desired goal of work management in the FM function is efficient work practices that produce high levels of customer satisfaction while making efficient use of the resources and money used to operate facilities. In order to prove the business case that we are using our resources properly, we need to monitor both work management and building management metrics. The term most often used to describe the importance of facility management and building performance data is the KPI (key performance indicator). Although KPI is a generally well-understood term used to describe important metrics, it is often miss-used when it refers to all metrics used to determine facility performance.

The development of KPIs is the result of an alignment of the metrics reported with the organizational priorities. In facility management, these are normally where we link our metrics with organizational drivers like customer satisfaction and CSR. Ultimately, a good facility management report creates a link between data, metrics, KPIs and production of a facility management report that links what we do on a daily basis with the desired organizational goals. Figure 1 shows the pathway from measuring to reporting.

### Developing the Story – linking metrics with KPIs and the challenges of reporting

In order to find the proper balance between routine operational practices, sustainable practices, and fiscal responsibility, we rely on facility (work) management practices and building performance data to give us the information we need to make informed decisions. The facility management report is a representation of how we demonstrate balance in making those decisions.

The facility management report is usually filled with details and metrics; KPIs that are chosen carefully to paint a picture of our diligent stewardship of facilities. By definition, a KPI is an indicator of the most important performance criteria that an organization deems critical to achieving its mission. That may well have a performance metric attached to it. A good performance management system links organizational priorities with those measurements that support whether those priorities are being met. However, many organizations look to implement a number of metrics that they deem to be KPIs without linking back to organizational priorities. This leads to “lots of KPIs”, creating a massive amount of data and complex data management systems.

KPIs form the bridge between the tactical level at which most metrics are gathered, and the strategic level

where the most important performance indicators are defined.

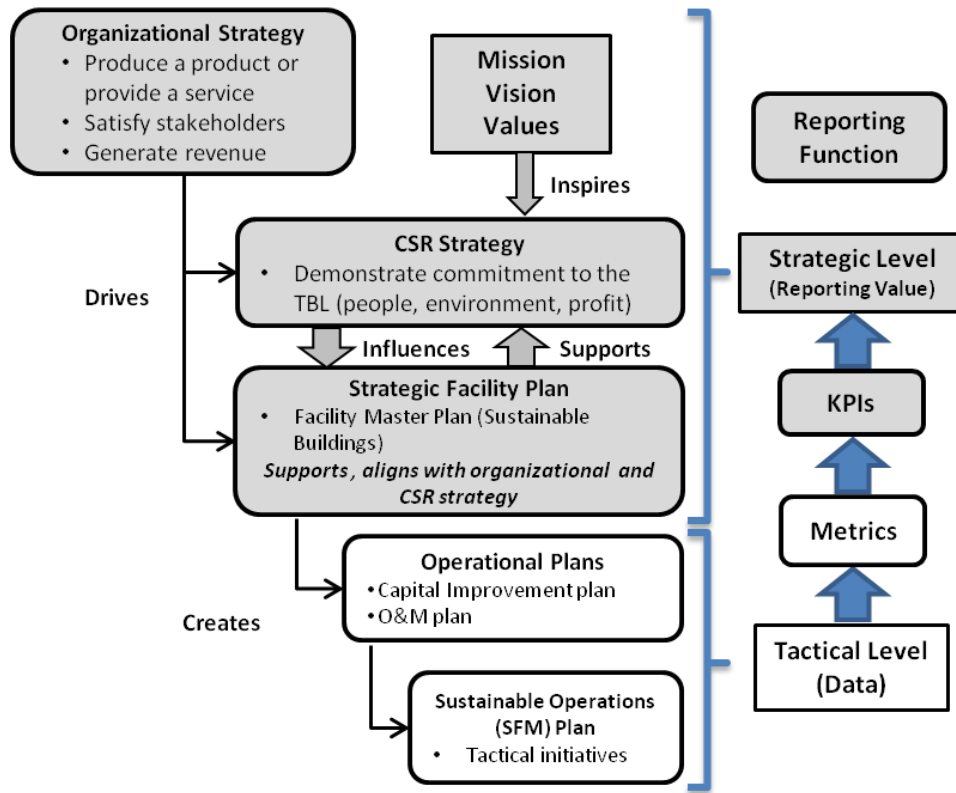


Figure 2 – Mapping the Reporting Process; from data to KPIs to organizational strategy

If we are to look at an idealized map of the FM function within an organization, it might look like Figure 2. This map represents an organization that recognizes the contribution of facility management to organizational strategies and CSR. The right-hand side of Figure 2 shows how we derive facility performance data in a typical organization. Facility management technologies and building management technologies provide the building blocks (data) that allow us to develop measures (metrics), which in turn allow us to evaluate which measures are most important to our organizational goals and strategies (KPIs).

One metric that most organizations use is energy consumption. Although this is an excellent metric and should be measured in almost all cases, it may not represent one of the organization’s KPIs. For example, in data center management, it may not be as critical to measure energy consumption as it is to manage uptime (minimize downtime) for critical systems. For a data center, the KPI would most likely be uptime (to as close to 100% as possible, with backup systems in case of failure). Although energy consumption is important, the KPI in this case is uptime. In reality, the optimum approach to managing facilities in the data center environment is to balance the goals of (100%) uptime with (efficient enough) energy consumption.

## Summary

In order to secure funding for ongoing operations and maintenance, sustainability initiatives, and capital funding, facility managers must be able to craft and present compelling reports in order to win funding for our investments in facilities. How our reports are received by others is just as much about the subtleties of how the data is presented as it is about the data itself. A well-crafted facility report includes the essential hard data on work management, building performance, meeting sustainability goals, and the financial impact of facilities. The report should also consider how the story is told. In this article, we’ve concentrated on the path from data to KPIs. However, that’s only part of the story. A good story also brings the human element into readers’ mind, and facility management and sustainability reports are no exception. While we could write volumes about performance management metrics for facility management organizations and for buildings, we could write even more about the human element of reporting. Perhaps we’ll address the human element in the next part of this series.



# IFMA™ Richmond Chapter

International Facility Management Association

## Richmond Chapter Monthly Meeting May 12, 2015

Richmond Harley-Davidson, a franchised dealership for Harley-Davidson Motorcycles, has been serving the Richmond market since the 1950's and has been in Hanover County since 2001. They recently expanded and relocated their U.S. 1 dealership and built a new facility at Northlake Park. Richmond Harley-Davidson invested more than \$6.5 million in its new facility, allowing for an increase in bike inventory, parts, apparel and service. The new location has Interstate 95 frontage, a stage for events, houses a motorcycle safety school and offers a lounge for Harley Club members. The new facility encompasses more than 52,000 square feet, an increase of 20,000 square feet from the previous facility. In addition to the Haley Builders team, we will also have project team members from Balzer & Associates (architect & structural engineer) and Simmons, Rockecharlie & Prince, Inc. (MEP engineer) for questions and answers about the project.

Please join us for a fun and informative meeting at Richmond Harley-Davidson!

### Thanks to our 2015 Annual Sponsors

#### PLATINUM



#### GOLD



#### SILVER



#### Where:

Richmond Harley-Davidson  
12200 Harley Club Drive  
Ashland, VA 23005

Parking: Parking lot

#### Time:

5:30-6:30 pm Networking/Social  
6:30-7:30 pm Meeting/Tour

#### Presenters:

Aimee Wilson – Marketing/Events  
Coordinator  
Richmond Harley-Davidson

Greg Haley – President  
Haley Builders

David Hanky – Project Manager  
Haley Builders

Steve Haley – Superintendent  
Haley Builders

#### RSVP by:

Thursday, May 7, 2015  
Simply e-mail Barbe Shaffer at  
[ifmarichva@gmail.com](mailto:ifmarichva@gmail.com)  
or register on our website at  
[www.ifmarichmond.org](http://www.ifmarichmond.org)  
and click on Sign-up Genius and  
pay by credit card or at the door

#### COST:

Members: \$15  
Members w/certification: \$10  
Non-Members: \$35

Registrations are required. An  
additional \$5 will be charged at  
registration if you have not  
registered prior to the event.  
Credit card payments accepted at  
the door.

Be sure to include your guests  
name and company

No Shows will be billed



**IFMA™ Richmond Chapter**

International Facility Management Association

P.O. Box 808

Richmond, Virginia 23218



PLACE  
STAMP  
HERE

# May Meeting

**Richmond Harley-Davidson**

**12200 Harley Club Drive, Ashland, VA**

**Tuesday, May 12th**

**5:30 PM**

**[www.ifmarichmond.org](http://www.ifmarichmond.org)**