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Have Dinner on Us!

We have extended our contest to rename the monthly newsletter to April 15th. If you are interested in winning a \$100 gift certificate to Dine on Me for a restaurant of your choice, email us your suggestions at roy_lauridsen@harvard.edu.

CFM EXAM QUESTIONS

- What is the primary purpose of a shop drawing?*
 - To show how a contractor plans to build something.
 - To call attention to items requiring additional work.
 - To confirm the materials to be used are appropriate.
 - To allow the contractor input in the design phase of a project.
- You have to plan space for an occupant who refuses to provide you details of his/her requirements. How would you obtain the information you need from him/her?*
 - Pursue the problem to the highest level needed to resolve the issue.
 - Hire a consultant to gather the information from the occupant.
 - Send a detailed note outlining specific needs and ask for a response.
 - Plan the space based on your experience and ask for a review before work begins.
- In what way can you best communicate the magnitude of change order costs to decision makers?*
 - Insist representatives of executive management attend all meetings.
 - Have end user representation at each meeting and ask them to initial documents and minutes.
 - Maintain a cuts and adds list of credits and overruns for executive review.
 - Send minutes of meetings to executives for their review and sign-off.
- The landlord is planning asbestos removal in your facility. What information should you provide for employees?*
 - When the process will start and how long it will take.
 - The safety procedures needed to avoid hazards.
 - A complete description of asbestos materials.
 - An explanation as to why asbestos needs to be removed.

Answers: 1-A, 2-C, 3-C, 4-B



Winter 2005

Developing Good Benchmarks: Why, and How?

By: Lori Stewart Coletti, CFM, Vice President, Fox Relocation Management Corporation

bench•mark

often **bench mark** A surveyor's mark made on a stationary object of previously determined position and elevation and used as a reference point in tidal observations and surveys
n. A standard by which something can be measured or judged
v. To measure (a rival's product) according to specified standards in order to compare it with and improve one's own product

In an age of ever-increasing competition, organizations find themselves constantly challenged to perform better, faster, and more efficiently than ever before. The adage, "If you can't measure it, you can't improve it" holds significant weight for many of us. As organizations and individuals struggle to improve performance, they turn to the concept of benchmarking to qualify decisions and quantify goals.

Benchmarking is, however, more easily conceived than accomplished. Difficulties abound in obtaining, evaluating, and applying data. If benchmarking results are misused, you may find yourself wasting time, setting goals based on bad data, misleading your organization, and missing opportunities to learn from others. In many cases, common problems can be avoided simply through awareness and information.

COMMON PROBLEMS WITH THE BENCHMARKING PROCESS:

Inadequate definition of measures

Failure to adequately define the measures or to do a "reality check" may result in poor quality data. Study participants may provide the best data available to them, but if it responds to the wrong comparison point, or is not defined clearly enough to obtain apples-to-apples information, the data will be potentially very misleading and of limited use in decision-making. Worse, you may not know that the data is suspect unless the provider flags unclear, outdated, or problematic responses.

Small sample size

Applicability of data may be questionable when the number of participants is small. The demographics of the participants is also important; if benchmarking with organizations of radically different size or in different industries, average performance data may be interesting but may not apply directly to your situation.

Failure to consider differences in strategy

The fundamental purpose of benchmarking is to improve performance. It's tempting to see an organization with strong performance and simply try to copy it. What is most beneficial, however, is to recognize that each organization has unique strategies, and to choose those processes which are a good fit with your strategy. In other words, the data alone do not say much about how to make it applicable in your own situation. What is successful in one situation is not at all universal.

Continued on page 2

Back to School

Thursday, April 21, 2005

Tour of MIT's Strata Center
5:30-8:00 p.m.

MIT
Cambridge, Massachusetts

Register On-Line Today!

Money Talks Finance for the FM

Two Days
Late April/Early May
Venue TBD

6 CFM credits per day; .7
CEU credits per day

Core Competency:
Finance

THE FACILITATOR

Editor-In-Chief:
Roy Lauridsen
Harvard Divinity School

Program Contributor:
Brian P. Folan
Midland Construction

**Member Profile
Contributor:**
Libby Felton
Construction Recruiters

Spring 2005 Deadline:
April 15, 2005

Submit articles to:
roy_lauridsen@harvard.edu

*The Facilitator is the quarterly
newsletter of IFMA Boston.
Please forward comments to
ifma@ifmaboston.org or call
781.245.8808.*

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Data collection without process mapping

Quantitative information without understanding how the results have been achieved will give only a partial picture. Benchmarking can provide insight for different methods and technologies, and it is this insight that will yield true breakthroughs for your organization.

Benchmarking for benchmarking's sake

Benchmarking should be focused on an organization's key business issues and targeted where improvement is needed. Most importantly, benchmarking is one tool to help improve operations as a part of an overall process and performance improvement program.

Confusing benchmarks with goals

Benchmarking provides only a framework, and results should not be immediately adopted or implemented as an organization's goals. Goals should be based on business and customer needs, not strictly on the performance of competitors.

Looking for "industry standard"

Looking for a sanctioned standard is misleading. What sets the standard is the competitive marketplace, and this is constantly shifting. Use industry standard data as another reference point, and use common sense when applying to your organization. What is truly meaningful is how results were achieved, not the result alone.

Benchmarking only within industry

Most business processes can be benchmarked across industries. In fact, some of the most dramatic lessons come when learning from those who operate outside your industry.

Top Five Reasons to Get Certified

1. Distinguish Yourself

Your CFM status puts you ahead of the competition. Certified Facility Managers have proven their abilities and demonstrated their commitment to achieving excellence in the profession.

2. Invest in Your Future

CFMs earn, on average, 13% more than non-certified facility managers.

3. Demonstrate Leadership and Initiative

The CFM credential is a tangible sign of your success.

Different industries tackle problems in completely different ways, and these alternative views may be just what you need to create a competitive advantage.

Benchmarking as a disguise

Always consider the source when reviewing benchmark data. Vendors and consultants may sponsor studies, but data obtained through these sources should be weighed with an eye toward objective vs. subjective studies. Again, the process and rationale for the study are as important as the data collected.

Heavy reliance on standard reports

Existing benchmarking reports offer immediate information and are relatively low in cost, compared to conducting the study yourself. However, standard reports may not address specific needs of your organization. You may need to initiate your own study when you have a very specialized area of focus, where data is difficult to obtain, or when the data is required to support a major change in operations.

In conclusion, benchmarking done properly allows you to better understand your performance, develop a reference point for goal setting, learn about new processes and technologies, and maintain an external focus. It further provides you with a means to communicate your own performance to your management team using external data. Success in benchmarking initiatives requires you to establish solid definitions used to compare apples-to-apples, set goals based on customer needs, make benchmarking part of overall process improvement, and focus efforts on the strategies, processes and technologies used to improve performance levels, not just on the numerical results.

4. Advance Your Profession

Facility managers must be proficient in a wide range of competencies. The CFM program articulates the level of skill and talent required of the profession.

5. Enhance Your Professional Network

Enjoy opportunities to network during special CFM events. IFMA chapter members receive special recognition from their chapters.

IFMA BOSTON 2004/2005 PROGRAM CALENDAR

For real-time updates check out our website at www.ifmaboston.org!

All programs are now available for online registration--check it out right away!

April 21, 2005
Back to School--Tour of MIT's Strata Center
PROGRAM
5:30 - 8:00 pm
MIT
Cambridge, Massachusetts

April 20, 2005
Spring Membership Breakfast
SPECIAL EVENT

April, Date TBD
Human and Environmental Factors
EDUCATION
5:30-9:00 p.m.



Philadelphia October 23-25,
2005



It's time to tee up!

Save the Date

*Stow Acres
Country Club
June 21, 2005
8:00 a.m.
Shotgun Start*

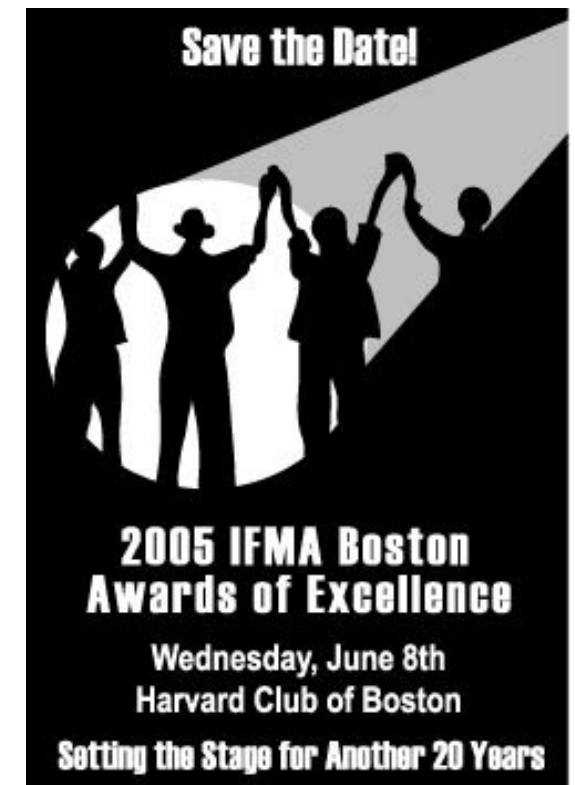
*Foursomes &
Sponsorships
Now Available*

IFMA BOSTON
celebrates its
20TH
YEAR

Late April/Early May, Date TBD
Money Talks--Finance for the FM
EDUCATION
Venue TBD
Certification 6 CFM Credits per
day; 0.7 CEUs per day.
Core Competency:
Finance
May, Date TBD
Spring CFM Breakfast
SPECIAL EVENT

June 8, 2005
Awards of Excellence Dinner
SPECIAL EVENT
6:00-10:00 p.m.
Harvard Club of Boston
Boston, Massachusetts

June 21, 2005
11th Annual Golf Tournament
SPECIAL EVENT
8:30 Shotgun Start
Stow Acres
Stow, Massachusetts



Survey Says!

One hundred forty-three of our 616 members, or 23.2%, participated in our annual member survey, which is up from the 20% return from last year.

We learned some interesting facts:

1. Wednesdays seem to be the most convenient for events and training both during the day and in the evening, with Tuesday and Thursday following.
2. We know that your favorite events include facility tours, but more of you want training than ever before. Almost half of the respondents stated that one of their main reasons for belonging to the chapter is for CFM and FMP certification and maintenance!
3. Almost 90% of respondents are willing to receive program information via e-mail rather than in print, and most people want to attend events in Downtown Boston, with within 128 running a close second.
4. You are also a very generous group - 62.5% of you were willing to donate from ½ day up to 3 days a year to help with community projects, with 10% of you willing to work on a community project committee.

CHAPTER LEADERSHIP 2004-2005

OFFICERS

President

Lori Stewart Coletti, CFM, Fox Relocation Management Corp. 617/946-2400

President-Elect

John S. Murphy (Sean), Liberty Mutual Insurance Co., 617/357-9500

Vice President of Activities

Alicia Dernier, CFM, TKT 617/613-4391

Vice President of Information & Communications

Judylynn Monaco, Fresenius Medical Care North America 781/891-0829 x12

Vice President of Education

Kate Thibeault, CFM, Pearson Education, 617/848-6010

Treasurer

Tom Smart, First Choice Office Services, Inc. 508/366-1781

Immediate Past President

Ed O'Rourke, Bond Brothers 617/394-6258

COMMITTEE CHAIRS

Local Awards

Kim M. Dorsey, Trammell Crow Company 781/788-2786

Claudia DiCesare, Momentum Textiles 800/366-6839 x837

Awards Submission

Richard Christiano, Harvard Business School Publishing 617/783-7409

Tom Dunn, III, CFM, RPA, Eastern Bank 781/596-4670

Mark Norton, Harvard Business School Publishing 617/783-7523

Community Projects

Bill Osborn, Rentacrate, Inc. 781/899-4477

CFM

Jim Downey, III, CFM, Stride Rite 617/824-6110

Tom Dunn, III, CFM, RPA, Eastern Bank 781/596-4670

Institutional Liaison

John Gioioso CFM, MCR, Fresenius Medical Care 781/402-9000 x5280

Instruction

Kathy DeMello, CFM, The Gillette Co. 617/463-2316

Vicky Hardy, CFM, CFMJ, Wentworth Institute of Technology 617/989-4469

Membership

John Kibbee, Linc Mechanical Systems 781/939-9109

Anthony Nardella, Union Office Interiors 781/396-6400 x238

Kerry Schaub, Linbeck 781/372-1130

Facilitator

Roy Lauridsen, Harvard Divinity School 617/495-8655

Mentoring

Kevin Duval, Liberty Mutual Insurance Co. 617/654-3653

Glen Riley, Boston Financial Data Services 617/483-7450

Programs

Joe Flynn, Margulies & Associates 617/482-3232

Jay Philomena, The Stubbins Associates 617/491-6450

Public Relations

Ana Cristina Corrêa, Cushman & Wakefield 617/578-2336

Special Events

Monica Moreira, Margulies & Associates 617/482-3232

Student Liaison/Student Chapter

Suzanne Kennedy, CFM, Wentworth Institute of Technology 617/989-4049

Golf Outing

Kristin Hedderman, Payton Construction Corp. 617/316-7527

Dave Caron, Vantage Builders 781/895-3270

LOCAL NETWORKS

Academic

Mary Jane Curran, Harvard School of Public Health 617/432-3521

Tim McKenna, AIA, NCARB, Shepley, Bulfinch, Richardson & Abbott, Inc. 617/423-1700 x279

Corporate Headquarters

Stephanie Turner, CFM, Fresenius Medical Care 781/402-9008

Financial

Linda Hinsa, State Street Corp. 617/985-7278

Corporate Real Estate

Scott Tibbo, CFM, Expense Management Solutions 508/460-7014 x112

Don Koski, Philips Medical Systems 617/659-2218

Healthcare

Rich Gladdys, Bond Brothers 617/394-6258

Manufacturing

Bill Harris, AIA, Signer Harris Architects 617/426-4262 x222

Northern NE

George McDonough, 207/772-3846

R&D

Dan DiLeonardo, Integrated Builders 781/356-3838

The Spirit of Volunteerism is Alive and Well at IFMA Boston



We at IFMA Boston are indebted to the many volunteers who give their time in support of Chapter initiatives. From Programs to Education, Awards to Golf, Membership, Information, Community Projects, and Local Networks, the volunteers keep the Chapter moving forward toward the goals we established in our strategic planning session last August. Although our volunteer force was very strong, we identified several areas where a single individual held responsibility for enormous efforts. Several areas were identified as targets for committee formation, and we have made good progress in recruiting to fill these committee positions.

We also sought to increase active volunteer participation, since we firmly believe that increased involvement not only strengthens the Chapter, but the value of the IFMA experience for each member who chooses to take action to shape our organization. This year alone we have increased the number of members volunteering in some capacity by nearly 20%. Still, there are many opportunities to participate, even in a small way.

In order to continue to make progress, we hope to find a volunteer coordinator to facilitate the process of matching members wishing to increase their participation with positions appropriate for their interests and availability. If you are interested in this role, please contact the Membership Committee, or any board member.

To those of you who already volunteer for the Chapter, you have the gratitude and respect of the Board. You are the reason we are acknowledged as leaders at the International level, and the reason we continue to grow in influence and professionalism. We hope you'll join us at the Awards Gala, June 8, to thank these dedicated individuals in person. Until then, keep up the good work!

IFMA BOSTON HELPS OTHERS

IFMA Community Project: Boston Food Drive

With the help of John Kibbee, Tony Diluzio, Glen Riley and member's companies - Sybase, Fox Relocation Management Corp., Epsilon, Stride Rite, Bond Brothers, Mathworks, Rentacrate, and First Choice Office Services - Boston Chapter IFMA will donate over 3,000 lbs of food, including 30 cases of grape juice donated by Welches, to the Boston Food Bank. Not bad for a first time effort!

Special thanks to Bill Osborn of Rentacrate for coordinating the effort, and to Tom Smart and First Choice Office Services for arranging the delivery and pick up for the bins. Applying what we learned in our first year of taking on a task like this, we look forward to producing bigger results next year!



COMMUNITY PROJECTS



February 17, 2005

Ms. Lori Stewart Coletti
President
International Facilities Management Association, Boston Chapter
Fox Location Management Corp.
Two Oliver St.
Boston, MA 02109

Dear Lori and all our friends at IFMA,

IFMA's spectacular Holiday 2004 donation of \$12,500 to the SPARK Center/Children's AIDS Program has launched us into a wonderful year! Because of the generosity of the IFMA community, Year 2005 will be full of hope and new beginnings for children who are living with HIV/AIDS and other medical and emotional challenges. Thanks to you, we are now 'full steam ahead' with our modular addition to create new, high quality classroom spaces at our center. Additional classroom space means we can provide care to additional deserving children ---children who face some of life's toughest struggles at such an early age. The modular addition will also enable us to expand our teenage program, helping youth to adhere to their medications, to stay in school, and to access job training. The children and teens are busy thinking up decoration projects for the new addition... it is heartwarming to watch their sense of pride grow as the project progresses.

As we write this, a new, state-of-the-art, modular wing is being constructed off-site, with installation plans set for Spring 2005 here in Mattapan. If the weather cooperates and we stay on schedule, we hope to invite you to a ribbon cutting ceremony in June, 2005. IFMA is our most steadfast partner. We cannot wait to share the joy created by this new addition with you!

IFMA's long-term leadership in supporting new developments at SPARK/CAP has continually set a powerful example for others in the donor community. Because of the momentum you have created, we are confident that we will be successful with our ambitious fundraising goals for this project.

We thank IFMA for the wonderful holiday welcome in December. We thank you, Sean Murphy, and Tom Smart for your special visit to our center and for the check that really left us speechless. The children thank you for the magical evening you gave us at Fenway Park, and for your patient and compassionate response to their fledgling performance efforts. The parents and guardians of SPARK/CAP children thank you for holding their children close to your hearts--- year after year.

We can't wait to report to IFMA on our progress later this year. Please stay tuned!

With warm regards and deepest appreciation,

Martha Wbbert, Ph.D.
Executive Director
martha.wbbert@tmc.org

Barbara Farrell
Program Coordinator
barbara.farrell@tmc.org

Congratulations to our Survey Participant Winners

IFMA Boston members Elizabeth Ashworth, PE from Dartmouth College in NH won our iPod and Mark Nelson won the Abe & Louie's Gift Certificate!

IFMA BOSTON PROGRAMS

Can it Get Any Sweeter? From Sweets to Science

By Brian Folan, Midland Construction Corporation

On Thursday, February 10,th IFMA Boston provided its members and guests with an in depth look at the new global headquarters of the Novartis Institutes for BioMedical Research (NIBR). The site that was chosen for the new NIBR headquarters was 250 Massachusetts Avenue in Cambridge, an historic aging candy factory and former world headquarters for the New England Confectionary Company (NECCO). The daunting task of converting this almost 80-year old structure into a state of the art laboratory and research space served as the focal point of this program. A panel of speakers consisting of key team players in the transformation process opened the evening's event, while a tour of the new facilities served as the finale.

Dr. Bernard Aebischer, Global Head, Facilities and Operations, NIBR set the stage and presented a brief look into what Novartis was looking to accomplish by choosing Cambridge and this particular site as the new headquarters for NIBR. With the abundance of life science industry in the region, Dr. Aebischer referred to the Cambridge/Boston area as a "super cluster" of unmatched world class hospitals and educational institutions. From planning stages to project completion, Dr. Aebischer stated an overwhelming sense of positive thinking and team spirit permeated throughout this most impressive process.

Audrey O'Hagan, AIA, lead project designer from The Stubbins Associates took the podium next and described what she called "The Nucleus Scheme". Her team's intent throughout the design process was to connect people with people in order to promote social and intellectual exchange. The Atrium, the centerpiece or "nucleus" of the building, encompasses all six floors and is topped off with a 1,571 square foot skylight. The shape of the atrium is irregular and likened to that of an amoeba. With four glass elevators and a curving staircase, all of these features are designed to accommodate the flow of people as well as the flow and exchange of ideas.

Christoph Dietsche, Project Manager for NIBR, then focused on the series of challenges that were accounted during the project such as the need to start from the top and work down due to the fact that NECCO was still occupying the lower floors of the building when the project began. The project team needed to be flexible and creative in order to keep everything on schedule.

Eric Hollenberg, Project Director from The Stubbins Associates, then spoke about keeping this monstrous undertaking online and in check. Due to the complexity of the job, the "standard track" of a construction project absolutely would not apply to the NECCO building and instead it was on "hypertrack". Architectural, engineering, construction management, and the many subcontractors were all on site working together in an unprecedented fashion and half of the 100 person staff at Stubbins was working on the Novartis project.

Chris Brown, Project Manager from the construction management firm, John Moriarty & Associates, Inc. was the last speaker of the evening and was given the enviable task of managing hundreds of tradesmen in an effort to meet those tight schedule and budget restraints related to project completion. He likened the job to an ongoing design-build procedure. He referred to some aspects of the job as "construction that has never been done before", such as cutting through six floors of reinforced concrete along with the removal of two support columns on each floor to create the Atrium and converting the NECCO power plant into the Amenities Building, which houses a 180 seat state-of-the-art auditorium and a full service café. A tour of the very impressive NIBR Facilities wrapped up the evening's festivities.

Boston Chapter IFMA would like to extend a very special thanks to our gracious hosts, NIBR. Special thanks also go to the program coordinators for this extremely interesting evening, Jay Philomena (The Stubbins Associates), Anthony Nardella (Union Office Interiors), Mike Pratt (Sonitrol), and Sandy Glansberg (Knoll).



Group tour of the new Boston Convention and Exposition Center



Sean Murphy, Liberty Mutual Insurance Co., Ernie Wronka, Wronka Ltd, Commercial RE Advisors at the Novartis Program

MEMBER NEWS

CFM Spotlight: John Frey, Manager of Facilities and Real Estate, Ionics



By Libby Felton
Construction Recruiters
Our first member profile of 2005 is on Mr. John Frey. John has been a member of IFMA for the past three years. We would like to extend a hearty congratulations to John for passing his CFM exam this past December. Please read on about John and his story of how he became the Manager of Facilities and Real Estate at Ionics in Watertown.

John is originally from New Jersey and studied Mechanical Engineering at Stevens Institute of Technology. He started his career working with RR Donnelley as a mechanical engineer where he faced the great challenge of establishing a printing operation in the basement of a brand new Manhattan high-rise. John then found himself relocating to Hudson, Mass. after he was promoted to Engineering Supervisor with R.R. Donnelley. Soon he received another promotion to Plant Engineer, as well as an MBA in the High Tech program at Northeastern. John later moved on to accept the position of Plant Manager for Westvaco in Worcester. During that time he also passed the CPE exam offered by AFE. Then four years ago he accepted the position at Ionics, which has grown steadily and provided many new and interesting challenges.

When I asked John about what prompted him to take the CFM exam he said that he knew he wanted to pursue the CFM as a way to distinguish his career, but he didn't know if he was really ready to sit the exam. He decided to attend Vicky Hardy's review course at Wentworth. John says that "taking the course with a group of peers from IFMA was very beneficial and I would encourage everyone to do the same even if they're not sure they want to sit for the exam."

When asked what he finds to be the most satisfying part of his career he answered, "No two days of work are ever the same. I find the diversity of challenges and the learning that comes with them personally satisfying." John lives in Acton along with his wife and three kids. His favorite thing about Boston is of course, "The 2004 Red Sox".

Members of the IFMA Boston chapter congratulate John on completing his CFM as well as his many successful achievements in Facility Management.

Not Getting Email Broadcasts?

More and more information is being distributed via email and we don't want you to miss a thing! If you have not been receiving email blasts, please contact IFMA Boston at 781.245.8808 or ifma@ifmaboston.org to update your email address.

IFMA Boston Congratulates our Newest CFM's

Twelve members took the Exam Review Course on November 12-13, 2004. As of February 4 one third of the participants in the course have passed the CFM Exam.

Our new CFM's are:

John Baker, CFM
Director Facilities
Management
UMass Medical School

John R. Frey, CFM
Facility Manager
Ionics, Inc.

Lori Stewart Coletti, CFM
Vice President
Fox Relocation Management
Corporation

Edward J. Sullivan, CFM
Senior Equipment & Facilities
Manager
Polaroid Corporation

Welcome Members

New Associates

Elizabeth Felton, Construction Recruiters
Samuel H. Graves, Jr., ABC Moving Svcs., Inc.
Karen F. Hayes, Allsteel, Inc.
Brian P. Kelly, Océ Business Services
Bryan D. Kraus, ASIS, CGL Electronic Security, Inc.
Raymond J. Mazzoleni, Boston Crate

New Associate Members of Record

Kristen Hohmann, KV Associates, Inc.

New Professionals

Ronald H. Burgess, Burgess Equipment, Inc.
Timothy J. Cooke, Cooke Associates
Guido Costa, Putnam Investments
Christopher Daly, Trammell Crow Co./McKesson Corp.
Edward J. Dempsey, Jones Lang LaSalle
Terri A. DiGiovanni, Blackrock Inc.
Kathy Felton, Nextel Communications
John W. Fortin, Bond Brothers
Charles F. Fuller, UNICCO Service Co.
John J. Gallagher, Bank of America
Luc Gelinis, Allmerica Financial
Andrea T. Jeffrey, Scientific Staging, LLC
Joseph D. Martira, Verisign, Inc.
Harold C. Monroe, Epoch Sr. Assisted Living
Frank P. Nijadlik, Jr., Rohm & Haas Electronic Materials
Dominick Roveto, AIA, Ellenzweig Associates, Inc.
Marjorie E. Seward, Wellington Management Co., LLP
Mark S. Shea, Bentley College
John J. Shenette, Bentley College
Lawrence M. Synger, FedEx
Sam M. Wilde, Altana Research Institute

New Student

Haldan E. Block