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Summer 2021

EXCHANGE

NEWSLETTER OF THE INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION - MINNEAPOLIS / SAINT PAUL CHAPTER



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JUNE CHAPTER MEETING

Strategy in Rebuilding - How to Build a Resilient Organization

About the Program:

The return to office effort is in full swing. Every organization is trying to figure out the "what" and "how" But what if the people returning are not mentally ready? If you read the statistics, rising anxiety, depression, and fatigue have reached alarming rates is becoming a new baseline condition leaders must address.

More on page 3

UPCOMING EVENTS:



June Chapter Meeting June 9, 2021



Annual Golf Tournament July 13, 2021

PRESIDENT'S LETTER

Author: Jon Heaton, Bartlett Tree Experts



Our chapter as a community has been dealing with a lot of changes in our workplace and how our current and potential members seek to connect with others and grow as professionals. Also our broader industry has been dealing with changes in how we recruit and develop employees and solve the needs of our organizations. Many of these changes were increased and highlighted during the pandemic.

We recognize that facility management and the industries that support it, are essential to well-functioning companies, organizations, and our society as a whole. Given these challenges and the essential nature of what our chapter's members provide, the board decided to convene a strategic planning committee to clearly identify our goals, the challenges we are facing, and make a strategic plan to keep our chapter strong so it can continue to provide value to our members and our community.

We formed a strategic planning committee comprised of a diverse group of professionals including professional and associate members at various points in their careers and involvement with the chapter. After a series of in-depth meetings, and a lot of hard work, we have delivered a strategic plan to the board and committees to begin planning for our next fiscal year and that will inform and guide us over the next five years.

Success will only be realized with the participation of our members. There are several ways you can help even if your time is limited. First and foremost, participate in our meetings and events. Even when your schedule is strained, you'll find that attending at least few IFMA events a year is well worth the effort. Second, invite colleagues and clients to come to events with you. There are many who would benefit from being a part of our community who just need that initial introduction. Contact the membership committee for guest passes. Finally, volunteer on a committee and help with projects as much as your time allows. I can promise that you will get great return from any time that you invest in your chapter, and your community will benefit as well.

Jon HeatonBartlett Tree Experts





JUNE CHAPTER MEETING

STRATEGY IN REBUILDING - HOW TO BUILD A RESILIENT ORGANIZATION

Author: Rhonda Small, RSP



Date:

Wednesday, June 9

Time:

11:30am - 1:00pm

Agenda:

- 11:30am 11:40am: IFMA MSP Year End Announcements
- 11:40am 11:55am: Networking/ Breakouts
- 11:55am 12:00am: Chapter Announcements
- 12:00pm 1:00pm: Program

Cost:

- IFMA MSP Members: **FREE**
- IFMA Members (other chapters): \$10
- Non-Member: \$20

Register:

Click here to register!

Companies will now need to add workforce resilience as a strategic imperative. This may be "above our pay grade" as facility managers. However, we're responsible for the change management transition back to the office. This presentation will equip you with an understanding of this dilemma and three strategies for building workforce resilience. Each attendee will take home a digital workbook to help develop your strategy.

You will learn:

- 1. The 6 Disciplines for Post Traumatic Growth
- 2. Using PTG to guide the redesign of your space
- 3. The TouchPoint approached to reducing workplace stress

that result in new realities. Some of his clients include Google, GoDaddy, Intel, MD Anderson, UHS, Balfour Beatty, DPR, Haworth, and many others.

His most recent MindShift initiative takes a fresh look at workplace health and well-being. He recruited more than 100 experts, stakeholders, and corporate leaders investing two-years together challenging many of the industry's longstanding assumptions. They arrived at what they consider three revolutionary strategies to address a healthy building, behavioral nudges and reducing workplace stress.

Click here to learn more about the event!

MEET OUR SPEAKER:



Rex Miller

Rex Miller is an international awardwinning author, compelling speaker, and top futurist. He has worked in the design and construction industry for over forty

years. He lives at the intersection of numerous complex challenges including the common nightmare of delivering capital projects, workplace disengagement, toxic shadow cultures, workplace health and wellbeing. He is known for solving "wicked problems" by linking diverse thought leaders together in a two-year process called MindShift. Rex has won the CoreNet Global Innovators Award, Industry Excellence Award and IFMA's Award for Excellence.

Rex holds a master's degree as a futurist and entered the world of consulting after 35 years as a corporate leader. He is a certified tennis professional and has coached Hall of Fame and Olympic athletes. His unique experiences and skill set allow Rex to guide leaders into new conversations, new relationships



ANNUAL GOLF TOURNAMENT



Date:

Tuesday, July 13

Time:

10:00am - 5:00pm

Location:

Legends Golf Course

Register:

Click here to register!

IFMA MSP's biggest event of the year is coming up! Join our members, sponsors, and associates for a day of golf at Minnesota's premiere public golf course, Legends. Registration is officially open so book your spot today!

Registration Details:

Individual Registration:

If you're interested in playing in the tournament, but don't have foursome, don't worry! Sign up for an individual registration and we'll pair you up with others for the tournament.

Individual Members: \$130Individual Non-Members: \$150

Foursome Registration:

Secure your golf foursome today! If you don't know who will be playing in your foursome at the time of sign up, that's OK! Well send regular follow-ups and reminders prior to the tournament.

- Member Foursome: \$500 (foursome must include 1 member & that member must register the foursome)
- Non-Member Foursome: \$600

Dinner Only Registration:

If you can't break away for the day to play in the tournament, consider joining us for dinner and congratulating the tournament winners! There will still be opportunities to buy tickets for the raffles so you can walk away a winner!

Member – Dinner Only: \$35Non-Member – Dinner Only: \$45

Golf Registration Includes:

- 18 holes of golf
- Golf Cart
- Lunch
- Dinner
- 1 Drink Ticket

Sponsorship:

We have open sponsorships still available for our tournament! There's still time to be a sponsor for this great event and promote your business to 150 FM professionals. Sign up today before we're sold out!

- You can view the current sponsorship brochure click here.
- To register for a sponsorship, click here.

Thank you to our current 2021 Golf Tournament Sponsors! (As of 5.11.2021)







































ANNUAL GOLF TOURNAMENT



Door & Raffle Prizes:

If you are interested in donating a door prize or prize for the raffle drawing please contact <u>MacKenzie McCullum</u>.

Wine & Whiskey is back again this year! We plan to hold the ever-popular raffle for wine & whiskey! If you are interested in donating, please bring your donations with you on the day of the golf tournament or you can drop them off at the IFMA office.

Please remember to attach a business card to all donations.











MARCH CHAPTER MEETING RECAP



HR'S PERSPECTIVE ON THE PANDEMIC - WHAT WE SHOULD KNOW

Author: Dianne Pikula, Gillette Children's Specialty Healthcare

Michael Rossman, Chief Human Resources Officer at Hennepin County, and Tysley Taylor, Sr. HR Business Partner for Facilities at Hennepin County, were the guest speakers for the MSP March Chapter Meeting. They spoke about the importance of Facilities and Human Resources working together, as well as how to engage employees as we all continue to evolve in how we work.

According to Michael, many on-site, place-based companies don't know how to successfully work remotely. What can the employer provide to help make it be successful? How can it be equitable across all departments or sections of business? Hennepin County responded by giving all staff that could work remotely, the option to work from home. The Hennepin County Board was great at communicating to Human Resources so that HR could relay information to managers. The county would like to build a workforce on personal preference, serving customers in the best way as well as accommodating employees.

HR also surveyed a lot of employees, and most have done very well working remotely. The question then becomes how do you sell coming back to the office to your employees? Staff kept things moving and more during the pandemic, and had the flexibility of working from home. How do you keep good employees and attract more good ones without considering giving them flexibility?

With a great relationship already established with her FM business partners, Tysley was able to ask managers what they were worried about: How are business relationships going? Are you still communicating with customers and staff? Are you able to have informal "virtual coffee" with co-workers? Do you have what you need? She referred to those employees that were required to remain onsite as the Bold Essentials. Hennepin County FMs have had particularly challenging jobs, not only with the physical changes required by Covid-19, but with the George Floyd demonstrations and the Chauvin trial.

Both Michael and Tysley gave FMs some great tips and insights:

- Focus on the good consider what has been put in place immediately that might have otherwise taken years to achieve.
- Listen to employees what does service delivery look like now?
- Be as transparent as possible and have ongoing conversations with staff as things evolve.
- Ask staff what is working for them now that wasn't working for them at the office.
- What does usage data, green policies, etc. tell you about the current and former use of space?

- Many beautiful, expensive spaces are barely occupied now; find efficiencies and save money.
- Allow managers to determine whether their staff needs to come back or how often; as long as customers get the best service, managers should be able to decide.
- If you've been acting in the absence of policy, don't make policy in the middle of a crisis; take time to think it through.
- 12 months in, you can't keep complaining that you can't connect with people.
- Going back to the office will be another disruption.
- Support each other.
- Answers for the problems of today and the future aren't necessarily here yet; it's OK to say that you don't know the answer.
- The pandemic has changed forever the way we work; let's not waste the opportunity to lead and make it better.
- Allow the trust of your best performers to inform radical flexibility.
- If you have the policy of most accommodation/flexibility during the pandemic, why wouldn't you do it afterward?
- Turnover and knowledge drain are very expensive.
- Help people with burnout it's too easy to keep on working when working remotely.
- Be aware of public safety issues; there is often less security when there are so few people around in offices and public spaces.
- We were enduring, now we're adapting. "It's going to be different."

Hennepin County workers have supported those who work from home, and those who can't work from home, by putting safety first. They've asked what is my employer doing to keep me safe and be as flexible as possible? This will be a larger issue in the future – are we providing needs for those at home and at work? Extra resources may be needed for working at home.

Both Michael and Tysley have observed more camaraderie through seeing people's home lives via virtual meetings. The county embraced a "bring your distractions to work day" where co-workers could see everyone's kids, pets, etc. It was fun and brought people closer together.

There are still worries about networking, connections, visibility, recognition for new and existing employees, and a variety of other concerns. Michael recommends communicating frequently. He believes we need to create more intentionality and figure out how to value work equally, whether or not it's done in person. Bringing people together with intention is very powerful – we'll just do it differently.

MARCH DEEP DIVE RECAP

Return To Office – Data to Support and Drive your Facility Decisions

Author: Rhonda Small, RSP



On Thursday, March 25th, IFMA MSP hosted a Deep Dive into "Return To Office – Data to Support and Drive your Facility Decisions". FM:Systems demonstrated how different technology options out there can help you collect the data and what analytics you can expect with this data. We also heard from Rhonda Small with RSP i_SPACE on some examples on what you can do with your existing data to support your Return to Office plan.

The Deep Dive started with some statistics provided by FM:Systems. Pre-pandemic workplace strategy was typically only 19% hybrid seating and 73% traditional seating. The new normal is looking more like 5-23% traditional seating or undecided and 72% looking at hybrid seating.

The primary challenges they expect to see with Return to the Office are:

- a. Employee experience what do you need to engage your employees in the Return to Office experience?
- b. "Over the Horizon" view of the portfolio do you need to contract our space or reduce your footprint?

Questions we should ask ourselves when planning our Return to Office:

- a. Human connection how will people be using the space going forward?
- b. Safety how will you designate clean and/or safe spaces and communicate this to your employees?
- c. Responsibly Managing Portfolio how are you going to collect the data to tell you how the space is being used and what space we might need to have going forward to provide a workspace that enhance the employee experience?

FM:Systems then demonstrated some tools available to help collect the data, which is an important starting point.

- a. Room Booking
 - Look for a tool that connects to existing Outlook calendars and provides easy access to availability including panels outside heavily used rooms
- b. Desk Booking
 - Mobile apps will add value to the employee experience
 easy to use and less time finding a place to sit
- c. Sensors
 - These will help you save money by accurately identifying underused spaces. And remember, some sensors can even help you understand some of the environmental impacts of your space by tracking lighting, noise and even humidity.



Then once you have started to collect the data, review it – analyze it to help you make decisions as you adjust your Return to Office plans. Here are some analytics you will find useful:

- a. Space Utilization
 - Find average utilization across the building or floor plan
 - Average utilization can be based on many factors
 - Specific layouts casual seating versus formal meeting rooms
 - 2. Specific usage workstation versus benching space
 - 3. Specific location in the building south side (lots of sunlight) versus middle of the office
 - Environmental sensors can help identify factors that support underutilized space usage such as daylighting, noise and or humidity
 - 4. Specific utilization by each department does one department work more from home
 - Room Bookings versus actual usage
 - 1. Are people booking large rooms for only a few people
 - 2. Are people booking spaces and never showing up
 - 3. Are there reoccurring meetings set that are often cancelled or no-shows

More on page 8

MARCH DEEP DIVE RECAP

Return To Office – Data to Support and Drive your Facility Decisions

Author: Rhonda Small, RSP



And at the end, RSP i_SPACE discussed some data you might already have and how to use it to support your RTO plan.

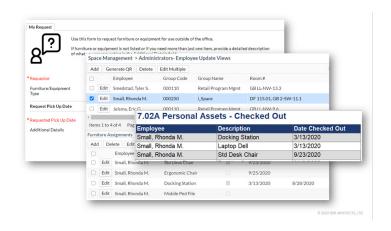
- a. ASSETS where did they all go
 - Create a request form going forward to track future outgoing assets
 - Find out who "checked" equipment out
 - 1. Who checked what out and when
 - Find a way to "check" that equipment back into the office
- b. Visually identify key areas on your floor plans
 - Quarantine Room where should you go if you feel sick
 - Sanitizing stations
 - Space that are open or closed
 - Capacity for your collaboration and meeting spaces
 - Building Enduring Relationships and Strong Communities

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- c. Use your survey data to determine who is coming back in each phase and WHERE do they sit?
 - Do you need to move the Day 1 employees to accommodate social distancing policies?
 - Will these employees need to be relocated to accommodate any floor plan changes your office may be doing?

In the end, both RSP and FM:Systems talked not only about the importance of data and how to analyze it to continue to make good decisions for your business, but also about the options and importance in collecting the data. If you can't measure it, you can't improve it. If you would like to see the whole Deep Dive, please login and view it for <u>free here</u>.

Good luck Facility Managers!





APRIL CHAPTER MEETING RECAP

APPLYING CHANGE MANAGEMENT PRINCIPLES TO HELP PEOPLE ADAPT TO NEW WORK SPACES

Author: Carey Brendalen, Alliiance

As change leaders with the City of Minneapolis, Dawn Baker and Vincent Therrien are actively guiding the successful consolidation of City employees from seven downtown locations into to the new Public Service Building and renovated City Hall. The significance of this undertaking did not only include preparing and equipping individuals for the geographic and physical changes, but the cultural, policy and process changes required to complete the transformation of how public services would be delivered to the community.

To frame the importance of change management they began by defining what project success is. Historically project success has been characterized by being on time and on budget, with few to no errors. However, within the context of change management, they broadened the definition of project success to include the readiness of the organization's employees, customers, and stakeholders for change and the desired organizational outcomes being realized.

So, how does one prepare an organization for significant change? The presenters advocated for a structured process that included change management tools to frame, onboard, educate, and support change. To successfully support change, they advocated for vision and goal alignment of three areas of leadership: Leadership/Sponsorship, Project Management and Change Management teams. With alignment these three areas of leadership, a wholistic framework can be developed to define a unified approach to strategy, scope, schedule, resources, participation, communication, and coalition building.

Beyond the alignment of the leadership team, the presenters emphasized supporting each project stakeholders' journey by utilizing the **Prosci ADKAR Model**.

- A Awareness of the need for change
- **D** Desire to support the change
- K Knowledge of how to change
- A Ability to demonstrate skills and behaviors
- R Reinforcement to make the change stick

To realize the full potential of City's vision for their project, Dawn and Vincent highlighted three change management principles that informed their change management process:

Principle #1: "If it affects us, involve us"

- A. Develop clear design principles to frame the City's direction and decisions
 - 1. Excellence in public service
 - 2. Flexible and adaptable
 - 3. Safety and wellbeing
 - 4. City as one (convenient, efficient, and effective)
 - 5. Pride in place



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APRIL CHAPTER MEETING RECAP

APPLYING CHANGE MANAGEMENT PRINCIPLES TO HELP PEOPLE ADAPT TO NEW WORK SPACES

Author: Carey Brendalen, Alliiance



B. Change Champions

- 1. Objectives
 - a. Continue to build change capability throughout the organization
 - b. Create and/or cascade communication
 - c. Provide feedback on the pulse of the organizations
 - d. Bring forth suggestions to effectively manage the people side of change

2. Characteristics

- a. Key influencers within the business
- b. Early adopters, fast learners, agile, flexible when adapting to change
- c. Honest, candid communicator, willing to share information
- d. Positive energy
- e. Willing to accept the time commitment
- 3. What's in it for me?
 - a. Development opportunities Increase networks, build change capability & coaching skills
 - b. Provide input on large scale initiatives positive influence on the people side of change

Principle #2: "Give us a vivid experience"

- A. Provide something workable and possible show and tell for those affected
 - 1. Tour of US municipal office buildings
 - 2. Empowering people listening to people
 - a. Workstation furniture, chairs, finishes selection tour
 - b. Engaging squeaky wheels, what are concern
 - C. Outreach methods, listening brown bags, formal & informal data collection, informs communication

Principle #3: "Actively meet and manage resistance"

- A. "What, no parking?", "We space vs. me space"
- B. Strategies
 - 1. Group & brown bag meetings
 - 2. Developing responses to frequently asked questions (FAQ)
 - 3. Video clarifying new norms and policies
 - 4. Moving into the building slowly
 - 5. Involve other voices in shaping policy and culture
 - 6. Post-occupancy evaluation (POE)

Throughout Dawn and Vincent's presentation, they demonstrated the characteristics of successful change champions. With an abundance of positive energy, they candidly shared their challenges, successes, and lessons learned. Most importantly, they demonstrated that the City of Minneapolis's project will be successful because the stakeholders are equipped for change and the organizations desired outcomes are being fully realized.



FACILITY FUSION 2021 RECAP

Author: Laura Magnuson, Securian



Facility Fusion 2021's virtual platform created an opportunity for the IFMA MSP Chapter to once again sponsor registration for students from Facilities Management programs at Dunwoody [Facilities Operations & Management - Dunwoody Dunwoody] and the University of Minnesota [Facility Management | College of Continuing & Professional Studies (umn.edu)]. Connor Doyle and Jacob Painschab, UMN FM students, were sponsored by the chapter.



UNIVERSITY OF MINNESOTA CAPSTONE RECAP



Author: Laura Magnuson, Securian

The University of Minnesota's 2021 Facilities Management (FM) Capstone presentation was held on Tuesday, March 30. Seven students collaborated to solve this year's challenge assessing post-pandemic office space needs. Benjamin Martinson, Jacob Painschab, Katrin Haakenson, Connor Doyle, Matthew Osborne, David Schuett, and Daniel Samuelson-Roberts had a unique opportunity to participate in a real-life scenario to assist UMN's College of Continuing and Professional Studies (CCAPS) dean Bob Stine and his leadership team reimagine their future workplace. [College of Continuing and Professional Studies | College of Continuing & Professional Studies (umn.edu)].

This team of FM students thoughtfully evaluated existing org charts and spaces to understand prepandemic use, identifying areas of opportunity to shuffle departments and incorporate modest yet impactful improvements to appeal to staff and support their anticipated new hybrid ways of working. Recommendations included increased accessibility to student driven resources and focus key investments in these high traffic/high visibility areas in lieu of back office functions, increasing daylight to the workspace to improve wellbeing, introducing open collaboration opportunities, considering modifications to private office standards, and the use of a space reservation tool to successfully occupy less square footage in a hybrid work environment.

The future of FM is dependent on bright young professionals like these students, and we are lucky to have this program right here in the Twin Cities!

<u>Click here</u> for more information on the UMN's Facilities Management certificate and bachelor's degree programs.



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VIRTUAL ROUNDTABLE RECAP

Author: Rhonda Small, RSP



What are some things your Café and/or Catering will be doing differently when more employees Return to the Office?

Cafe will be cashless for payment. Rolling out online ordering for the cafe and eliminating self serve options for the initial opening Likely not offer salad bar, more prepared grab and go foods hot and cold, on line ordering, self check out, reduce touch points

Offering will be depending on the percent of people that are back in the office. Ex. premade items at 25%, mobile ordering at 40-50%, and then monitor usage to help drive the offerings and options.

Continue online ordering, self service check out, allowing less people in the cafe at a time... We reduced meal choices and likely will continue to keep core items (one hot meal/day, sandwiches, grill items)

Our first Virtual Roundtable of 2021 was a great conversation around changes our local facility managers are making to their cafes and catering services. IFMA MSP's Immediate Past President, Laura Magnuson with Securian and Paul Theisen with Donaldson shared their stories about what they had previously done, where they are now and what they are planning for in the future. This past year has forced them to look at their cafes and catering differently including creating online ordering, smaller menus and creating a cashless opportunity to purchase their items.

Some fun facts we learned is that Securian offered free lunches in their cafes as a way to support their essential workers and Donaldson was still about do to their annual United Way Pancake Breakfast fundraiser – although slightly different, as a very successful drive through.

Please watch for new calendar invites coming to your inbox soon. We are always looking for new topics and sponsors to share ideas! Please email your burning questions to Rhonda Small at Rhonda.small@rsparch.com so we can line up more experts and answer your questions at the next Virtual Roundtable.

They've returned to full service, which seems to be working. We did do a design refresh that is driving customers as well many more people as well. People know what to do. We created an extra POS to help space people.

SO, WHAT'S NEXT?



These days, change comes at us fast.

Are we back to the office? Working from home?

Maybe a little of both?

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MEMBER PROFILE

TRENNA ROSS, CFM, HENNEPIN COUNTY



Job Title:

Sr. Facilities Operations Manager

Path to Profession:

In 2003, I begin my career as a Commercial Broker in Atlanta, GA, specializing in tenant and landlord representation of retail, office, medical, multifamily and land properties. In 2009, I relocated to

Minneapolis following the economic downturn in 2008. I began working for Super Valu as an Asset Manager, then moved up to manage Super Valu's New England owned and leased real estate portfolio for 4.5 years. After Super Valu's acquisition by Albertson's, I left in 2014 to begin working at Hennepin County in my current position.

IFMA Connections & Involvement:

- Served on Education and Professional Development committees
- Co-chaired Academic Outreach Committee
- Attended 4 World Workplace conferences
- Obtained CFM designation in 2019

How long an IFMA Member:

Joined IFMA in 2015

Recently Completed Project:

The completion of an expansion/renovation project at the county's Chemical Dependency and Behavioral Health facility located at 1800 Chicago.

Challenging Aspects of Your Job:

The nature of my work in public service, by default, presents daily challenges in trying to balance internal customer needs with those of county residents and the constituents we serve. The work I do is highly visible and impacts all departments within Hennepin County, so managing the politics of the work can be quite challenging. I welcome the challenges my position brings, because it helps keep me on a continuous path of learning.

Family:

I am the oldest of six children, originally from North Carolina. I recently married in November 2019. I have two bonus daughters and a beautiful 11-month old grandbaby boy.

Hobbies & Interest:

Enjoy traveling, professional sports, volunteer work, bowling, games, shooting pool

Little Known Personal Fact:

I was school bus driver during my junior and senior year of high school.

Recent good read:

"Being the Boss" by Linda A. Hill and Kent Lineback





MEMBER ANNIVERSARIES

15 YEARS

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Doug Elser Cargill

10 YEARS

John Pawluk

Federal Reserve Bank of Minneapolis

5 YEARS

Robert Johnson

North Memorial Med Center

Chrissy McNamara

KFI Engineers

Randy Olson

Dunham Associates, Inc.

Steve LaFrance

Minnesota Valley Transit Authoriy

1 YEAR

Todd Goldwasser

Commercial Flooring Services

Linda Tank

CHS

Rose Ellingson

Barr Engineering

Matthew Holmstrom

Interstate Companies

Julie Lambrecht

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Nathan Bauer

A&M Business Interior Services

Dzevad Mahmutovic

NEW MEMBERS

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Shayne Blacksburg

Student

Stacey Crane

Vanguard Cleaning Systems of Minnesota

Kelly Davidson

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