

specialty practice. For example, an interior designer could work with the facility manager to establish priorities and determine appropriate tracking and reporting protocols. The designer would then customize a CAFM database to incorporate the company's facilities terminology, reporting protocols, and data management processes. Using CAFM software, such as Aperture, Archibus, or FM/Space, the interior designer would input and maintain project data for facility management purposes, regularly updating and reporting information as required. Stanescu adds, "The area of services enabled by the use of CAFM encompasses a large array of management issues, such as facilities management (space planning, space allocation, personnel, equipment/furniture, maintenance); property management (leases, vacancy, occupancy issues); and technology management (network documentation, connectivity issues). The structure of CAFM as thus conceived gives consultants the possibility to employ this tool, when a client expresses the need of optimizing the management of a large group of assets. It is my opinion that the key in being successful with CAFM in the future lies with the consultant's ability to find and define those large group of assets for corporate clients and then introduce the clients to the system and its capabilities."

There are many reasons why companies may want to use CAFM and retain a design consultant to minimally help set it up and perhaps ultimately provide comprehensive services. Stanescu offers the following reasons.

- *All organizations face the major problems of managing space, people, and assets.*
- *Facility management (FM) is critical to the success of any fast-growing, highly competitive organization. The top management team views the facility department as a key player in achieving the business mission.*
- *FM encompasses a wide variety of application areas—from space planning and asset tracking to reallocation of resources and compliance reporting.*
- *FM must keep the information up to date and provide it quickly to the management in a form that they can understand.*
- *Existing FM processes may not be working as well as they should, requiring examination and reengineering of the FM processes.*

- *CAFM is a visual information system that can dramatically improve the facility management organization to better serve the business mission.*
- *CAFM gives the ability to provide clear, accurate, and timely information to the rest of the organization.*
- *CAFM views the space needs as a raw material that must be delivered just in time to match the changing needs of the business.*
- *CAFM offers information that will help make the decision easier and more accurate.*

It should be noted, however, that designers and their clients can benefit when CAFM is used in the more typical full-service, six-phase project, especially in the initial programming phase. The interior design professional would document program requirements that have been obtained, through interviewing or questionnaire, into an alphanumeric database as part of the CAFM software package. As the design progresses, the professional adds graphic information to the database. Laurie Gathwright's introduction to CAFM as an interior designer was through a similar process: "I first became involved with CAFM while working on a master plan for an insurance company's corporate campus. I began to manage the software that was used as a programming tool for the project. I became involved in programming for the project, because the data stored in FMS [a specific CAFM product] was so closely linked to the program and master plan. I found that I enjoyed extracting data from FMS and utilizing it to revise the master plan."

Ultimately, a designer can use CAFM to track an entire organization, department by department, maintaining records that provide a basis for budget preparations, rent chargebacks, proactive facility management, and strategic facility planning. Gathwright describes the rationale behind T. Rowe Price's (TRPA) decision to invest in CAFM: "The driving force behind the CAFM implementation at TRPA was the company's growing real estate portfolio. Ten years ago, the company employed 800 people in two locations. At the time of implementation, the company was nearing 3,000 employees in 11 facilities, with plans for three additional sites to open within 18 months. The company now manages close to 1.5 million square feet in 20