

IFMA Global Board of Directors' Dean Stanberry Transcript

Introduction ([00:01](#)):

Welcome to Green Building Matters, the original and most popular podcast focused on the green building movement. Your host is Charlie Cichetti, one of the most credentialed experts in the green building industry, and one of the few to be honored as a LEED fellow. Each week Charlie welcomes a green building professional from around the globe to share their war stories, career advice, and unique insight into how sustainability is shaping the built environment. So settle in, grab a fresh cup of coffee and get ready to find out why green building matters.

Charlie ([00:33](#)):

Hey everybody, welcome to the next episode of the Green Building Matters podcast to your host Charlie Cichetti. I love this part of my job cuz once a week I get to interview someone somewhere in the world that either works in real estate or construction or architecture. But the common denominator is sustainability, a passion for the green building movement. Today I've got Dean Stanbury with us. He's in the Denver, Colorado area. Dean and I have been getting to know each other over the last several months and I just love his story. I love his passion towards all things facilities, but also sustainability. Dean, looking forward to talking to you today. How's everything?

Dean ([01:09](#)):

Great. Thank you for inviting me to join your podcast today. I really enjoy doing these types of discussions and getting to know you too.

Charlie ([01:18](#)):

I know we'll take a look at over 20 years in facility management, and some huge Fortune 100 companies. You manage many facilities, and you're still very active there. For those that don't know the trade organization for

facility managers, a global reach here. You're passionate about education too, so I'm sure we're gonna get into those things. I ask all of my guests, Hey, take us back. Dean, where'd you grow up and go to school?

Dean ([01:46](#)):

Steve Martin said, "I started out as a small child actually." I grew up in a small farm town of Woodland, which is near Sacramento, California. What I learned from my hometown experience was everything that I did not want to do for the rest of my life. Although I did start working at an early age. I was a diesel mechanic, a welder, and a painter by the time I was in high school. And those experiences really would serve me well later in life. But that didn't turn out to be part of my larger career. There was not much to do in Woodland except drinking and drag racing. Consequently I graduated high school with two cars and three motorcycles. I was a big music fan. Woodland is about 70 miles from San Francisco. Once I had my driver's license, I spent most weekends at Winterland in the Fillmore West, seeing all those rock bands that are now considered the classic rock category. I had rods, I raced motor motocross when I was in school and that was my ill spent youth.

Charlie ([02:50](#)):

I love that. When it came time to say, okay, where do I wanna do some studies, maybe get some university work in what was weighing on you? Did you know what you wanted to do? Or how were those conversations going at the time?

Dean ([03:04](#)):

No, I wandered around a little bit. When we talked about sustainability, I really didn't get interested in sustainability until about the early two thousands when USGBC and LEED were first emerging. Honestly, I hadn't paid really much attention to things like climate change or sustainability up to that point. After all, one of my cars in high school got four miles to the

gallon if I didn't put my foot into it. As I learned sustainability was more than just saving on energy costs, I really became a sustainability advocate and now consider myself a climate activist. I left California about in the mid 1970s and moved to southern Oregon. At first I was just driving a forklift in a lumber mill, but that was really mind numbing work.

Dean ([03:54](#)):

And I really wanted more. I started applying for jobs and what was considered stable career opportunities like the power company and the phone company at the time. I ended up getting hired by the phone company, which was Pacific Northwest Bell and started working in the business office. That really didn't last too long because I developed an interest in information systems. But remember at that time, this was several years before the IBM PC even came out. I just got interested in it and I ended up transitioning into the IT organization which led me to Portland, Oregon and then eventually to Seattle, Washington. It was in Seattle where my career really started to take off. I had the opportunity to work with some very intelligent executives and thought leaders. And while these were not like formal mentor relationships, I just feel very fortunate to have grown up in a corporate structure that really valued developing the next generation of organizational leaders. So much of what I absorb during that period of my career, I still value today and utilize it on a daily basis. Most of my education was really in the corporate world, not in a formal education setting. Although I did, I attended universities and colleges every place that I lived but I kept getting moved around so I never actually got enough credits to get a degree.

Charlie ([05:19](#)):

I saw several certificates from some really cool places too along the way. Sometimes the big corporate amazing training or like you said, some brilliant minds you had access to. You got some good hands on training there. I do ask about mentors. You mentioned some influences and maybe

as you start shifting your career, I'm curious towards real estate facilities later sustainability. But is there anyone else you might call either a mentor or someone you did look up to along the way?

Dean ([05:47](#)):

I actually had several people. I worked for a gentleman. This was all at the phone company in the US West. We had a VP of our advanced software development. He had a PhD in engineering, but he was one of the nicest people that you would ever meet. Very empathetic, very caring. That doesn't always go with the PhD cuz those people sometimes get a little bit focused in their activities. I was also fortunate to work directly for the chief information officer of US West, A guy by the name of Dave Lobby. Dave was actually a finance guy by training, but he ended up becoming the CIO of the company. He kind of had a thing for it as well and we just, I learned a lot from him because we, I learned a lot about finance, necessarily because he was brought in to actually kind of put some controls around the IT and the finance spending. And part of that I also got, we had to spin off our actual technology company into its own corporate entity. This had to do with the regulated monopoly of the phone company and we had to, we had multiple companies that we were supporting. We couldn't do that as part of the regulated monopoly. We had to create a separate entity. One other person actually did the work to create a corporate entity that was 1.2 billion on day one and had 7,000 employees.

Dean ([07:15](#)):

An interesting exercise. I learned things about, treasury and some other things that I was like never would've come across that in my career probably. But I got to learn a lot about how do these things actually work? How do you form them? The one objective we almost met, not quite, he said, I don't want this to disrupt any of the employees. It should be just totally transparent. It's just gonna change the label up on the corner of their paycheck, to a different corporate name. The only thing that we couldn't do

is that when we created this new entity, we had to, we had to collect I nine forms from everybody. Remember phone companies, most people were career lifers, so people had been there for 20, 25, 30 years long before I ninemsn ever required. So that was the one thing we could not get away from, is we had to go out and get people about, literally two-thirds of the population had to sign I nine s cuz they didn't have one on file.

Charlie ([08:14](#)):

A lot of career loyalty there and you were there 20, 22 years, fast forward a little bit to Johnson control starting to get into buildings and facilities. What changed? Tell us a little bit about that part of your career. How'd you get more into the facilities construction, real estate side?

Dean ([08:36](#)):

The facility management is called the accidental profession. I know exactly when my accident happened. It actually happened when I started at the phone company. I ran data centers, big mainframe data centers and then went on to work in our advanced technologies group. I was working for this CIO as I mentioned, as a staff manager, which meant I did everything that nobody else wanted to. One day the real estate guys came around and said, we're gonna to all the business unit leaders and said, we're gonna give you back responsibility for the space that your department occupies and you need to get somebody to manage that. Dave looks over at me and goes, you used to run data centers that's kinda like real estate here, take this. I looked at him and said, oh okay. I just did whatever he asked me to do. I said, well what do we get? And he goes, I don't know, go ask the real estate guys.

Dean ([09:27](#)):

In that moment, what I found out is I inherited 5 million square feet of administrative space, a million and a half square feet of data centers and a whole bunch of people spread across 14 states. I went back and said, this is kind of a full-time job, right. And he goes, well just go figure out what it

really needs and then we'll deal with it. I did end up keeping that responsibility and that's when I figured it out, I knew critical infrastructure, I knew data centers, I knew how to operate them, I knew all of the buildings and the facility part of that, but not so much office buildings. And that's when I actually went out and I found IFMA and I joined IFMA and started taking some classes around, just basically facility management as a, as a function, as a career.

Dean ([10:16](#)):

And that's kind of when I got into it. And as it turned out, when US West was bought by a company called Quest, I left about two weeks after that occurred because I knew that was not gonna be a fun time. Actually the CIO ended up leaving too. He decided he didn't wanna work for the guy that was taken over. I just kept going to the facilities. I was actually brought into a startup company to run their real estate in facilities. Unfortunately this was close to the two thousands and that company did not survive the.com bust. I still stayed with facilities after that and just continued on

Charlie ([10:56](#)):

If you can name some of the really cool facilities you've kinda had a hand in over the years. Are there any kinda highlights along the way as you look back? It's kind of a two part question. What you can talk about, what kind of cool facilities, you mentioned some incredible data centers, but any clients you could name slash let's look back, what are some other things you're really proud of?

Dean ([11:20](#)):

Going back to the phone company, when I had that real estate responsibility, we wanted to consolidate some of our software development because we had in Denver we had IT people in 19 different buildings. They were scattered all over the place. And in many cases, this was long before we had, pervasive, even conferencing facilities. So every time there was a

meeting, somebody had to get up, leave the building, go to another building and it was a lot of wasted time. We wanted to consolidate a bunch of people into one space and we leased a new property and I managed the renovation and created basically a software development center for about 700 people. It had great conferencing space or at the time really state of the art, divided conference rooms, walled floor to ceiling, wall to wall whiteboard because everybody likes to, get up and draw with a marker.

Dean ([12:17](#)):

We had great video capabilities and audio conferencing capabilities in that space, they were concerned because it was outside of downtown Denver. And they said, well we're gonna lose people. I don't think so because they're having to pay a lot of money to park downtown right now. This is free parking and by the way it's right across the street from a RTD transit center so people can take the bus if they don't want to drive and all of that. And so after we moved everybody in, I went back to all of the VPs that were concerned and I said, how many people did you lose? And the answer was zero. And they all were happy cuz it was brand new furniture. Most of them were in buildings that were decades old and furniture was decades old.

Dean ([13:01](#)):

So most of it was pretty tiring. This was all brand new, state of the work kinda stuff. So they were happy. I love it. I worked for a small software development company that had healthcare systems and they had buildings all over the US They kept buying companies and, but they were headquartered in Newport Beach, California. One of Newport Beach has not one but two of the most expensive zip codes in the US and they were, the headquarters was in Newport Beach cuz the CEO could practically throw a rock and hit his house. So, so, but it was a small building and they wanted to do a renovation and we got to renovate this, it was really just the C-suite. There were only about 20 or so people in that office. But we renovated that to be a true headquarters, again, state of the art, video conferencing,

conference rooms, new furniture, just some really cool stuff that we're able to do in this tiny little horseshoe shaped building.

Dean ([13:58](#)):

And that turned out really well. That was a fun project. And I got to work on another project, for the same company. They bought a company that was based outta Boston and that company had already signed a lease for the 42nd floor of the John Hancock Tower in the back bay of Boston. We kinda questioned it like, these are blue collar software developers, what are you doing in some of the most expensive real estate in the back bay of Boston? I had to renovate that floor. That one was a challenging project. However, because the tenant that had been there before had been there for 27 years and lots had changed in terms of building codes. As we're going in there, we had to upgrade all fire suppression systems to the latest code. They decided they wanted to put a small data center on that floor. There was not enough power on that floor to do that. So that was a challenge. Not enough cooling from the chill, the water loop was available for the data center. So lots of little challenges to overcome that. Nobody thought of when they signed the lease, they just signed the paper. And actually what it was is somebody walked out, looked at the view outside of the 42nd floor and said, well take it

Charlie ([15:05](#)):

I love these stories. I can tell you've loved to problem solve along the way. All these buildings, who knows what you're getting. To our listeners, we've got some architects, engineers, contractors and real estate professionals listening. Dean, can you clear up at a high level, what's the difference between like a facility manager and say like a property manager and a building engineer maybe on the multi-tenant for rent side versus maybe an owner occupied property. Can you, how do you differentiate between those?

Dean ([15:34](#)):

There is a small differentiation when we talk about property management. Generally we're talking about multi-tenant buildings, high rises, that kind of thing. A property manager in the state of Colorado, for example, a property manager has to have a real estate license as well because they're discussing lease terms with tenants. Now that isn't required everywhere, but in Colorado it's, and if you're a property manager, you also probably deal with finance a little more because you're also doing invoices for those tenants. You have to understand common area maintenance charges and all those kinds of things. You gotta be able to explain it to the tenants and you have to review 'em and make sure that they're accurate and so forth. So you don't want the tenants coming back to make you audit you for years on end.

Dean ([16:22](#)):

But when you come to the basic responsibilities, a facility manager, property manager is still dealing with core and shell still dealing with primary building systems. Most property managers don't deal with the interiors because that is the tenant's responsibility. A facility manager is likely going to do property managers and facility managers, if they own the building, they're dealing with the facade, the exteriors, the landscape, all of those kinds of things that go along with it. It really depends, facility management as well. If you think about it, every building, no matter what its purpose, has a facility manager that is responsible for it. We're talking hospitality, healthcare, to standard office buildings, could be manufacturing, whatever types of buildings are out there. You've got a facility manager. So there, there's a lot of possibilities, core competencies that are the same, but each one is gonna have a slightly different priority over it.

Dean ([17:19](#)):

When you go to healthcare, obviously there's a lot of it. It's typically a seven by 24 facility. You've got all these emergency systems, you're dealing with gasses, and things like that you have to deal with. Those are a little

different. Where you might have an engineer, you might see that more in a manufacturing setting where there's a lot of specialized equipment so they typically want maybe a professional engineer involved that has a little more of that engineering background to help with the operation, the day to day and things like that. So that's kind of the range of what in facility management.

Charlie ([17:55](#)):

Super helpful man. Thank you. I know that's frequent while you ask questions. I wanna talk about IFMA and especially some of the cool education and topics you're trying to make sure IFMA as an organization's out front on. Dean, I know you're the first vice chair on the global board of directors, you know the International Facility Managers Association. Could tell us a little bit about what you're doing with your involvement with Ifmo, but then I'd really love for you to tell our audience a little more about some of these really interesting sustainability topics you're trying to make sure get to all these facility managers.

Dean ([18:28](#)):

Okay, well let me just start with, IFMO offers three certifications. We have two certificates and one credential. We call the entry level one the facility management professional or a certificate. So you basically take the classes. Once you get the certificate, you're done, you can put the letters after your name and you don't have to recertify. We also created the sustainability facility professional, which is SFP, that's another certificate. I would say it has a similarity to the LEED AP for operations and maintenance except the LEED AP o and M does not teach you how to operate a building. I actually have that credential and it teaches you how to certify the building. It doesn't teach the individual how to operate the building. So IFMA saw that as a gap and that we took the, it's a lot of the same content when you look at it cuz you're still teaching people about sustainability.

Dean ([19:24](#)):

The difference is that we're focusing more on how you apply this in an operational context, year over. And so that's what the SFP does. And then the last is our certified facility manager. That is a credential that is a competency based credential. So you need about three to five years of experience before you even take that exam because you wouldn't pass it just by trying to cram through a textbook like you do with the other ones. So the FMP, the SFP, and even the LEED credentials are all knowledge based. So basically you read the books, you cram for the exam, you can pass the exam and the CFM is you have to renew that every three years. Much like others, like a CPA or something like that has to renew their credentials. You have to renew the CFM. And I know that because I have my CFM and I actually have to renew mine in December.

Charlie ([20:16](#)):

These are the credentials and it's good for everyone to know, look into these more. I think you're trying to build on it too with your involvement. I think you have a special committee, what are some of these green building trends and just how do we make sure this gets to your audience but not your traditional education. You really wanna make it hands on. And can you talk to that a little bit?

Dean ([20:37](#)):

There's a lot of things that have been evolving over the last three to five years, maybe a little longer, but mostly three to five years. These were coming at us pretty quickly and a lot of people were getting really interested in it and we said, well we need to understand how some of these things really apply to the facility management profession. We created an emerging topics working group that I chair and the five topics that we're including circular economy, climate change, ESG reporting, PropTech and workplace wellness and wellbeing. And so we have subgroups within the larger working group that are addressing each one of those. And our first objective

is understanding how this will impact or influence the FM profession?
What do we need to know? What does the FM need to know and when do they need to know it?

Dean ([21:30](#)):

What level of knowledge do they need to have? So things like the circular economy, which is far more advanced in Europe than it is in the us that's still very much an unknown area for most people. So that's really building awareness. We wanna at least build awareness, what is a circular economy, why do you need to care, when do we think it's really gonna start impacting the US facility managers, the people in Europe, it's already there. Climate change, we have a couple of papers that we put out on, climate change fundamentals for facility managers and we tried to take, the I P C C report and the NC four report and that's 3000 pages of dense scientific material. We boiled it down to about 30 pages and said, these are the key points you need to know.

Dean ([22:16](#)):

You don't need to be an expert, but you need to know this stuff. We produced another paper on adapting to climate change. So that, that is really about how do you do a climate risk assessment and then based on those results and what risks you may have, where do you find information about that, whether it's floods or temperature or drought or whatever, where do you find additional information on adapting, mitigating, avoiding or accepting, those climate risks. So that's kind of where we're at. PropTech is one that's been around a little longer. We've been getting inundated by new technology, sensor data. The industry is really going through digital transformation and commercial real estate is probably the last industry to go digital. As a result, many people across all roles have pretty low technical skills and experiences.

Dean ([23:13](#)):

When you start talking to people about data characteristics or data analytics or data governance, you get a lot of blank stares, but that's really where we're going. We're becoming a data driven industry and so we really need to raise the bar for many people in the professions. Doesn't matter which role you have, you need to understand more about this stuff. And that's gonna play very much heavily into ESG reporting. The EE part in particular where, environment is gonna be a big component for facility managers. And the big difference is that now, the whole point of ESG is that it is auditable. And so any data that we're providing that's gonna go into an ESG report, we must be able to audit it and prove its validity and credibility. So that's not something that we've really dealt with before in terms of performance data, financials, yes. But things like, your carbon footprint, carbon emissions and things like that. This is new territory. So those are the things that we're trying to work on and say these are the things we need to build the awareness and then start building the knowledge level within the profession.

Charlie ([24:26](#)):

You're nailing it. Those are the right topics. And now kinda carbon accounting if you will. It's just so important. I wanna talk to you about the GSA, the general Service Administration. I know as you've done consulting and other committee work over the last several years, you've been heavily involved in the US and we've got some international listeners. The inflation reduction act and we've got the federal buildings trying to decarbonize. Can you tell us a little bit about some of the work you do there to support the GSA and maybe how that's starting to line up even with some of the decarbonization there?

Dean ([24:59](#)):

Certainly, I'm a contractor, so I'm not a GSA employee. I was brought in to actually help do some work on their computerized maintenance management system, which they put in a national system seven or eight

years ago now. It's got some data quality issues, there's some training and adoption issues. I would say, one of the issues, the main issue was, I don't think they recognized that they were really making a fundamental change in culture and behavior by adopting a national, they were take taking something and people that have been doing the same thing the same way for 20 years and telling 'em now you're gonna do it different. And so it was really kind of painting the picture and saying, this is really, you're changing the culture of the organization.

Dean ([25:43](#)):

You're gonna become an asset driven culture and that's very different. You need to not just train people on the tool because that's the simple part. You need to train 'em on why we're doing this, what's the imperative? We have to train all the people right down to the maintenance mechanics because they're the ones that are putting the data into the tool when it comes to maintenance. That's all the information that actually you take that data, turn it into insight. And so that's been an interesting project that I've worked on. We've made some progress, we've got a ways to go. But GSA is really, I think the world's largest landlord to the best of my knowledge, 370 million square feet. So it's a large portfolio. Half of that's least the other half is owned and the half they own, they operate, the leases are pretty much full service leases.

Dean ([26:32](#)):

So they let the landlord deal with those. A large chunk of these buildings are historic buildings. They're a hundred year old buildings. There's a lot of uniqueness and a lot of components about federal facilities. Ifma does a lot of work with DOE and some of the national labs and of course that flows into GSA at various points as well. Some of the work that I've been doing with DOE and some of their technology campaigns, I've been bringing that in and showing it to some people in GSA and getting them interested in it maybe a little sooner than they might have through normal mechanisms.

They're actually gonna go through their version of decarbonization with the IRA money. There's a project that's under development that is really gonna look at trying to do some pilot buildings to become net zero for the federal properties.

Dean ([27:30](#)):

So that's under development right now. I really can't say too much about that. I don't really have direct involvement but I know some of the people that are working on it. So I have a little bit of insight, but that's kind of where they are taking it seriously. They are trying to find definitely the most opportune ways to spend that money. The GSA administrator at Greenbuild made a statement that said none of this is gonna go, none of this money will be spent on fossil fuel driven technologies. So that was a pretty big statement. There's a lot of people now trying to figure out how we're gonna electrify things in some very old buildings that it's got 'em causing some sleepless nights I'm sure.

Charlie ([28:12](#)):

A huge footprint. Thank you for sharing and how you're helping here with these initiatives. Let's look to the future. Let's say you had a crystal ball. What are you excited about coming down the road in this green building movement?

Dean ([28:27](#)):

I believe that sustainability in green buildings is really pivoting to a primary objective of decarbonization. In the past it has been energy efficiency, which in most people that just meant, well we're gonna reduce our energy bill, we're gonna reduce cost. But it really wasn't about reducing emissions. And so that is a huge shift I think. I think in many ways we're being swept up in the massive digital transformation that's really spanning all industries, not just commercial real estate, it's just that commercial real estate's one of the last ones to go digital. So I think Maria is really

struggling a little bit to adapt and adapt to that transformation. And then of course, the evolution of ESG, so its predecessor, was corporate social responsibility, but again, there were no standards, there was no auditing. Anybody could put anything they wanted in their CSR report and many of 'em were basically proven to be just nothing but greenwashing. ESG is an attempt to put a little more credibility behind it and transparency. So whatever you put in that ESG report can be verified and it's truth not just, fiction in many cases, everybody has their plan to be net zero by 2050, except, large chunk of those plans don't start until the middle of 2049

Charlie ([29:48](#)):

It's too late, gotta start now. Time is of the essence and I agree with you, it's all shifted to not just efficiency a little better, it's no decarbonization and hurrying it up and you can reap the energy saving benefits and the operating cost benefits along the way. But let's hurry it up. Don't wait. So that's what I'm hearing Dean, I'd love to kinda do some rapid fire questions here. Let our audience get to know you a little more. Had an incredible career here, still going on so many fronts and having some great influence. What would you say is your specialty or gift?

Dean ([30:21](#)):

I'd say it's a quality improvement process management mindset. I had the opportunity to get some in depth training on quality and process techniques over 30 years ago now. I've used those methodologies almost daily ever since. So having a plan is one level of detail, but do you have a repeatable and measurable process? I don't recall who said it, but I often repeat this quote that says strategy without execution was just a good idea. Adding to that execution without a means to measure and the result is really a lost opportunity. If you put a process in place and you're not actually measuring whether that process made a difference anywhere, then that's a lost opportunity. The whole plan to check and act quality is continuous improvement, right? So over time everything can be improved. Nothing is

ever perfect. So you can always, you can get it to a point where you say, okay, that's good enough for now, but over time you're gonna go back and say, okay, I think we need to improve this a little more now. we'll never be done with that. That's never having to say you're finished.

Charlie ([31:31](#)):That's good stuff man. Thank you. A lot of wisdom here today. Do you have any good habits, routines, rituals,

Dean ([31:38](#)):Coffee,

Charlie ([31:39](#)):Any particular? Just a good cost.

Dean ([31:41](#)):Starbucks French roast. I like it fully. Let and

Charlie ([31:47](#)):

You obviously learn a lot about this industry, this evolving industry. Do you have to read certain articles, resources, listen, how do you like to consume new information? Give us a peek into that side of you.

Dean ([32:01](#)):

Most of my reading is really for professional development or generally expanding my knowledge. I don't have a lot of, what I call, pleasure reading. I don't read non or just fiction and that kind of stuff. One of the books that I read recently, it's both fascinating and terrifying and it's called Unquenchable America's Water Crisis and What to Do about It. And it's by a guy named Robert Glenn. And Robert is actually one of the leading water policy experts in the US Wow. He actually spoke at an IMA event here a couple years ago now in Orlando. And I got to introduce him and got to know him a little bit. I got the book and read it and I thought, oh my god, we spend a lot of time and effort discussing energy and carbon emissions, but not much about the looming water crisis.

Dean ([32:51](#)):

We all know about the mega droughts across the US and droughts affecting other parts of the world, but we don't tend to think about water being a concern after all, it covers 71% of the earth, right? Everybody goes, Hey, we got plenty of water, but that's not the freshwater. We need the sustained human existence, which is only 2.5% of the Earth's total water. You start putting that into context and it makes it a little bit more real. All the freshwater that's ever existed still exists today. It's just not necessarily where we need it and when we need it and in the volumes that we need it. The vast majority of water goes towards agriculture. About 70% goes towards agriculture, which of course is our food supply. So we absolutely need it for that. But when you look around where the areas that were incurring drought, which is California, a lot of agricultural areas that cannot grow enough food or enough crops anymore and it's moving to other areas and places where we used to be able to grow corn, the temperature has changed enough that corn no longer grows well in those areas.

Dean ([33:58](#)):

So now you have to move it to another, another area. We need to Quinn and kind of quickly revise how we manage our water or we'll never make it to 2050 to see how we met our net zero goals.

Charlie ([34:12](#)):

Hey, what a good book recommendation. And then just kind of showing us where we connect it just outside of our normal buildings. There's so much more to what we've gotta correct here. Thank you for that. Bucket list, as you and I get to know each other more, I'm a fan of the bucket list. What are one or two things maybe on your bucket list?

Dean ([34:31](#)):

I can't say this was on my bucket list, but I will become Imas the chairman of IFMAs global board of directors in July of 2023. It's an incredible honor

and a privilege and I think it's the greatest achievement of my professional career. So it's something I never imagined in my wildest dreams that I would get to do that. But through circumstances and maybe just persistence it will happen. I'm just very proud of that fact on my actual bucket list, my wife and I really wanna do more international travel. We actually got to live in Europe or in London for a year right after we got married actually. And we have done some travel, but we haven't gone to all the places that we wanna go. So there's definitely that list of countries where we wanna enjoy some sort of global cultural diversity and just learn more about this planet that we live on.

Charlie ([35:22](#)):

This is fantastic. We didn't connect all the dots on how you got to Colorado, but you're on the west coast and Pacific Northwest and Colorado, so you've been living in some pretty neat places, but, what are a couple others though? You definitely wanna travel to?

Dean ([35:36](#)):

My wife wants to go to Spain and Portugal, that's been on her top of her list for a while. So that's like one of the ones we gotta get to. We love Hawaii. We actually have a condo on Kali Beach on Maui but we don't get to go there nearly enough. One of those things is at some point we actually would like to go there and spend, three or four months maybe, like when it gets really freaking cold here in Colorado, we can go sit on the beach.

Dean ([36:03](#)):

We try to go there as often as we can. It's a vacation rental when we're not using it. But some of the other places I would love and I'll probably get the opportunity because IFMA is an international organization. I'd love to go to Hong Kong, Shanghai or visit those places. I have colleagues in Australia, New Zealand that they keep going, come on down, you can stay with us. We have a second vice chair who is actually from Brazil. He lives in Sao Paulo

and wants us to come down and visit Sao Paulo. We have colleagues in Amsterdam and Copenhagen and other parts of Europe. We've been to France. My wife's family history is Germany. We definitely want to spend a little bit of time in Germany and we've been to Italy and France and places like that. I just want to expand a little bit more. I'm not too much on some of the places where, if you have to go someplace and they say it's best if you stay on the resort, it's like,

Charlie ([37:03](#)):

That's probably a little bit. We'll get that passport ready man. Thanks for giving us a peek into those destinations. It's an exciting time. The last couple questions. One is if you look back on your career, anything you wish you'd known a little earlier?

Dean ([37:18](#)):

Oh had a couple of thoughts on that. Where did I put that? I think when I look back, I wish I would've started my career maybe earlier cause I kind of had a crooked road to get where I am at. I didn't really start off that early. I was probably in my early thirties when I think I really started, getting serious. I probably could have accomplished more if I would've started a little bit earlier, but that's not the way it worked out. So, that's the one thing that I would say, I wished I would've started earlier. I actually do not have a degree. I've been to a lot of schools. I actually do have a certificate in project management. I've actually studied information systems and facilities and things, but I kept getting relocated as part of my career at the phone company.

Dean ([38:03](#)):

I wasn't in any one place long enough to finish up a degree and I'd go someplace else and have to take a step back and start over. At some point, working 60, 70 hour weeks, I kind of said, I just can't continue to do school and put in the hours as well. So little bit of a workaholic, that I would say

advice to some people is, try to find that work life balance. I'm a Virgo, so a perfectionist. Both my wife and I are Virgos and perfectionists and just different things. I'm always focused on getting it not just done, but done right and done on time and with quality and all that. And sometimes that's hard to do and still maintain a good work life balance.

Charlie ([38:46](#)):

Okay. Well said. Thank you. All right, last question. Let's say someone's listening, they're getting inspired hearing your story and they're just now jumping into this green building movement. Any words of encouragement for them?

Dean ([38:59](#)):

There's a quote that I love. It's actually attributed to Arthur Ash, the American tennis player. And it goes, start where you are, use what you have, do what you can. I think more than anything that is so appropriate for sustainability and climate action because it doesn't matter when you start, it just matters that you do start,

Charlie ([39:23](#)):

Man, that we're gonna end on that. That was incredible. Hadn't heard the quote quite like that. I didn't know it was Arthur Ash, thank you for inspiring us today, Dean. Everybody connect with Dean on LinkedIn, make sure you do not let him know what you thought of the podcast interview. And I just appreciate our growing relationship, Dean, and thanks for everything you've done for me. I really appreciate it.

Dean ([39:43](#)):

Thank you. Appreciate the being on today.

Charlie ([39:47](#)):

I just wanna say thank you to our loyal listeners. We actually are celebrating over one year here on the Green Building Matters podcast. Me and the entire team were stoked and just so glad you continue to listen every Wednesday morning to a new interview with a green building professional here in this industry, or just some pro tips that we wanna make sure that you are getting straight from us. Straight to you.

Charlie ([40:13](#)):

Thank you for listening to this episode of The Green Building Matters podcasts@gs.com. Our mission is to advance the green building movement through best in class education and encouragement. Remember, you can go to gbes.com/podcast for any notes and links that we mentioned in today's episode, and you can actually see the other episodes that have already been recorded with our amazing guests. Please tell your friends about this podcast, tell your colleagues and if you really enjoyed it, leave a positive review on iTunes. Thank you so much and we'll see you on next week's episode.