

**ALLAN W. LAWRENCE, FMA, RPA**  
**DIRECTOR OF FACILITIES • DIRECTOR OF ENGINEERING**

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*A profit-focused, brand-level, quality-driven passion for excellence in facilities management.*

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*Facilities Management*  
*Multimillion-Dollar Budgets*  
*Best Practices Development*  
*Cross-Functional Management*  
*P&L Management*  
*Continuous Change Management*  
*Planning & Project Management*  
*Operations & Maintenance Oversight*  
*Capital Planning & Design*  
*Renovation Planning & Execution*  
*Disaster Planning & Recovery*  
*Emergency Management*  
*Energy Management & Conservation*  
*Training & Presentation Delivery*  
*Core Management Team*

**BRAND**

Support the delivery of revenue and profit — by developing and managing a vigorous and proactive facilities team with an unabashed zeal for excellence, for the corporate brand, for the wise use of resources, and for the customer experience.

**ROI**

Drive client satisfaction — *thus driving revenue* — by supporting the corporate brand initiative through operations, maintenance, capital planning, and design. Strengthen organizational infrastructure by implementing key strategic business initiatives of emergency management, energy conservation, and continuous change management.

**VALUE**

Consistently deliver value through an intensely brand-driven perspective, proficiency in facilities management and hotel management, and experience in the specific requirements of upscale markets. Acute understanding of the interrelation between facilities support and the customer satisfaction that drives revenue, profitability, and growth across the organization.

**MISSION**

*Every touch point of the customer experience should speak to the brand's core values; its mission should be apparent. When a customer can see and experience those values while in contact with the facilities staff or its work, the ultimate result is revenue driven by satisfied customers!...Allan W. Lawrence*

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**EXPERIENCE IN FACILITIES MANAGEMENT & ENGINEERING**

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**Renaissance Westchester Hotel, White Plains, New York**

**1990 to present**

*The Renaissance Westchester Hotel is a three-diamond hotel composed of five buildings uniquely situated on a 30-acre estate. The hotel reflects the Marriott International / Renaissance Hotels and Resorts' emerging style brand of full-service hotels promising a distinctive and memorable stay through anticipatory acts, expressive design, and elegant dining.*

**DIRECTOR OF ENGINEERING • 1999 to present**

**Executive Committee Member • Strategic Business Leader • Head of Engineering**

**Oversee 240,000 square foot facility / 30-acre property. Develop / manage \$1.4 million budget and staff of eight.**

**Overview** • Develop and lead engineering operating strategy and execution aligned with brand's business strategy. Focus on innovation, best practices, safety, compliance, and conservation across the organization and property. Keep team centered on critical business drivers and ensure implementation — and necessary change management — of brand and regional business initiatives. Be an available resource for all stakeholders to address concerns / needs before they become problems. Report to the General Manager and Regional Vice President of Engineering.

**Executive Committee Member** • Develop and implement hotel-wide strategies, products, and services. Create customer and associate brand loyalty and grow market share focusing on continually improving guest satisfaction.

**Strategic Business Leader of the Engineering Department** • Manage development and execution of departmental strategies and ensure implementation of brand service strategy and brand initiatives. Create and manage engineering annual operating budget including capital expenditures. Manage facility's heat, light, and power usage, focusing on consumption reduction, expense reduction, and profit enhancement through both. Ensure long-term asset protection. Recommend and manage capital expenditures to maximize return on investment to ownership and parent.

**Head of Engineering** • Oversee and manage building and plant maintenance and protection, grounds landscaping and maintenance, guest and associate satisfaction, and financial performance.

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**Experience, Renaissance Westchester Hotel, continued**  
**PROOF of PERFORMANCE • DIRECTOR of ENGINEERING**

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*I know and truly understand the strategic “big picture.”*

*From maintenance, to emergency management, business continuity, human capital, and financials, I see and leverage interrelationships to keep the facility on-brand, proactively managing “cause and effect” — on all angles and on all levels.*

...Allan W. Lawrence

**BUSINESS, PROCESS & QUALITY IMPROVEMENT**

- Raised Associate Opinion Survey and Guest Satisfaction Survey scores, and department’s morale and skill pool by restructuring engineering department, clarifying department’s mission, / purpose, hiring skilled-trades staffers, and opening lines of communication across the organization.
- Achieved 90<sup>th</sup> percentile score in 2004 opinion survey rating property on cooperation and teamwork within the department, Engineering scored 90% verses brand average of 83% and property score of 84%.
- In 2005 scored 96% in annual Quality Assurance Audit — a Marriott Hotels key metric of quality and attention to detail. Weekly inspections and follow-up improved 2003’s 92% score to 95% in ’04 and to 96% in ’05 — among highest in Renaissance Brand!

**BUDGETS & COST CONTROL**

- Consistently meet monthly / yearly percent-to-sales financial goals and accrued savings while maintaining quality, despite the increasing maintenance demands of aging of 27-year-old building.
- In 2004, reduced costs through contract renewals and better monthly cost controls. Ended year at 5.5% of sales on a budget of 5.9%. In other years, delivered cost avoidances of up to \$88,136.00 while staying on or under budget.

**CAPITAL PLANNING, DESIGN & PROJECT MANAGEMENT**

- Make insightful, comprehensive recommendations for Capex funding of building projects, plant equipment, and renovations that will increase property value and reduce net operating costs.
- Coordinated \$5 million renovation, incorporating new brand directives. Successful renovation (including new concierge floor and clubrooms) drove premium pricing and helped property become a consistent leader in market rate and weekly occupancy.
- Managed \$2.5 million sewer rehabilitation project, coordinating all phases of work with architects, civil engineers, industrial hygienists, general contractors, and hotel departments, and comparing / controlling project costs through bid process.
- Directed renovation of a 1905 historically significant residence to become a conference and events center. Coordinated construction and interior design, working with designers to ensure the brand signature “Renaissance.” Completed on time and on budget. Renovation substantially increased event bookings and revenue and now generates 30% of catering revenue.
- Coordinated \$1.3 million oil tank replacement and environmental cleanup, installing state-of-the-art Veeder root system. Managed and completed two-year, \$600,000 roof replacement project for four buildings.

**ENERGY & CONSERVATION**

- Created strategic energy plan, with the input of property’s Energy Conservation Committee, outlining short- and long-range departmental and property energy goals.
- Achieved 7% reduction in overall energy consumption on goal of 5% (2002). Partnered with Energy Star in 2004 to benchmark efforts and set goals for future energy milestones. On track to achieve 2% consumption reduction in 2005.
- Negotiated comprehensive energy package (Ingersol Rand beta-test with no out of pocket costs) to study bringing a natural gas distribution line to property. ROI project would allow property to produce 80% of electricity by running three 70 kW microturbines with waste heat going to produce hot water — reducing fuel oil consumption and boiler steam generation.

**EMERGENCY MANAGEMENT & DISASTER RECOVERY**

- As Emergency Organization Chief, ramped up already strong business continuity and disaster planning post 9/11, using Comprehensive Emergency Management (CEM). Conduct monthly meetings on property, to foster staff relationships with all local, state, and other emergency management officials.

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**PROOF of PERFORMANCE • DIRECTOR of ENGINEERING**  
**Experience, Renaissance Westchester Hotel, continued**

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- During 2003 Blackout, property was ready — so much so that a party was organized for hotel guests on the well-lit pool deck, with beer, wine, and song. Property made a profit that night — the only Renaissance hotel affected by the blackout to do so.
  - Pursued funding to remove ten long-standing fire violations. Created Fire Violation Action Plan; assigned “owners” for correction / completion dates. Achieved support for plan. Cultivated relationship with Town Fire Marshal and building inspectors.
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**EARLY ENGINEERING POSITIONS AT RENAISSANCE WESTCHESTER HOTEL**

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**ACTING CHIEF ENGINEER • 1997 to 1999 / SENIOR ENGINEER • 1990 to 1997**

As Acting Chief Engineer, oversaw staff of eight maintenance workers and five buildings in areas of mechanical, electrical, plumbing and life safety. Assisted in management of all engineering operations including building and plant maintenance, landscaping, guest room maintenance, public space management, and energy conservation.

Supervised and ensured timely completion of assigned work orders and requests. Worked to keep guest and associate satisfaction at peak numbers. Hired, developed, and retained skilled workforce capable of maintaining asset past standard and delivering savvy, branded guest service. Reported to Director of Engineering and indirectly to General Manager.

As Senior Engineer, assisted, and directly reported to Director of Engineering in daily operations. Helped manage department budget, capital expenditures, rooms’ and buildings’ routine and preventative maintenance, staffing scheduling, hotel energy conservation, and ground’s landscaping and maintenance. Charged with achieving guest and associate satisfaction goals and supporting control the department budget, including parts inventory maintenance. Indirectly reported to the General Manager.

**PROOF of PERFORMANCE**

- Appointed as property’s Refrigerant Manager and led property to become highest in the brand at 96% compliant in reduction, use, and lowest recorded emissions of CFC refrigerants by reuse and recycling.
  - Awarded Environmental Leadership Award in 1998 for development of an implementation plan for regulatory mandates. Hotel led brand in implementation, bringing 5% savings to the operations budget the second year after implementation.
  - Avoided over \$10,000 in annual costs and reduced equipment downtime by up to 40% through systematic preventive maintenance processes using superior workmanship and the highest quality proven products available.
  - Groomed by Director for position, over a 20+ years’ tenure associate who was not equipped for the responsibility. Assumed Acting Chief Engineer role and quickly earned trust and respect of longer tenured associates.
  - Increased fire safety by tracing / labeling property’s fire sprinkler system (five buildings). Conducted life safety courses.
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**EDUCATION & CERTIFICATIONS**

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**Bachelors Degree (BBA) in progress:** Twenty-seven credits earned to date towards Bachelors in Business Administration with focus on Project Management. DeVry University, Oakbrook Terrace, Illinois

**Professional Development:** Twenty semester hours of professional development classes in Facilities Management and Real Property Administration; Managing Multiple Projects, Objectives and Deadlines; National Preparedness Standard on Disaster / Emergency Management and Business Continuity Program Workshop (NFPA 1600); and others.

**Certifications:** Facilities Management Administrator #110442 / Real Property Administrator #110442 / Certified Pool & Spa Operator #10-146624 / Safe Serve Food Protection Certification # 3594656 / HVAC Universal Technician Certification # 01109602403501

**Member:** The International Facility Managers Association, New Jersey Chapter. The New York Urban League of Young Professionals, Central Branch. IFMA Corporate Real Estate Council. US Green Building Council, New Jersey Chapter.

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