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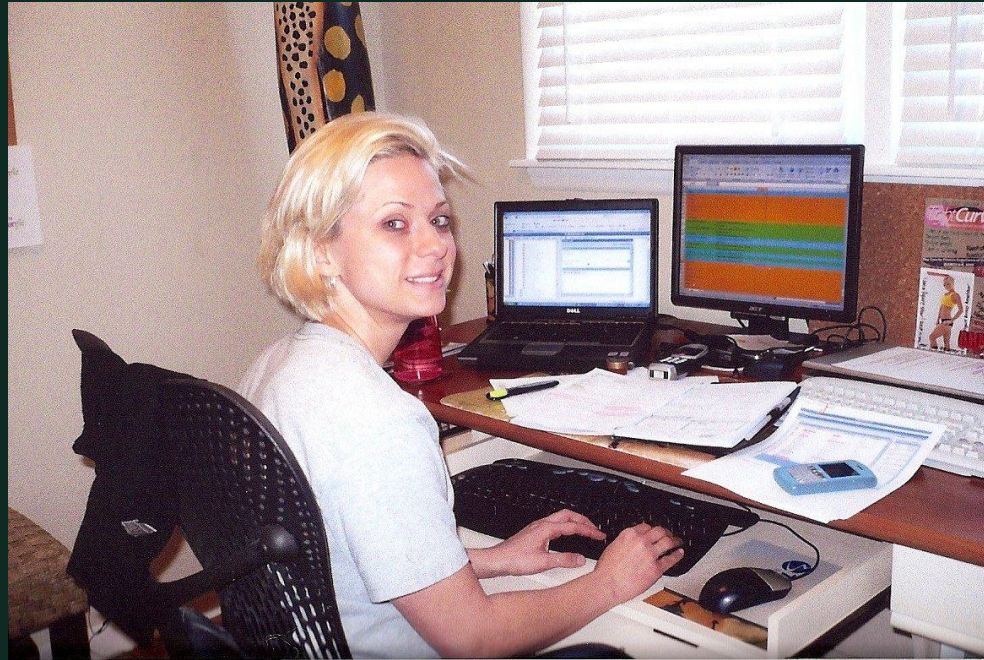


# Current State of RE & FM

Kimberly Castle | March 2026



Make sure nothing happens = Doing a good job!

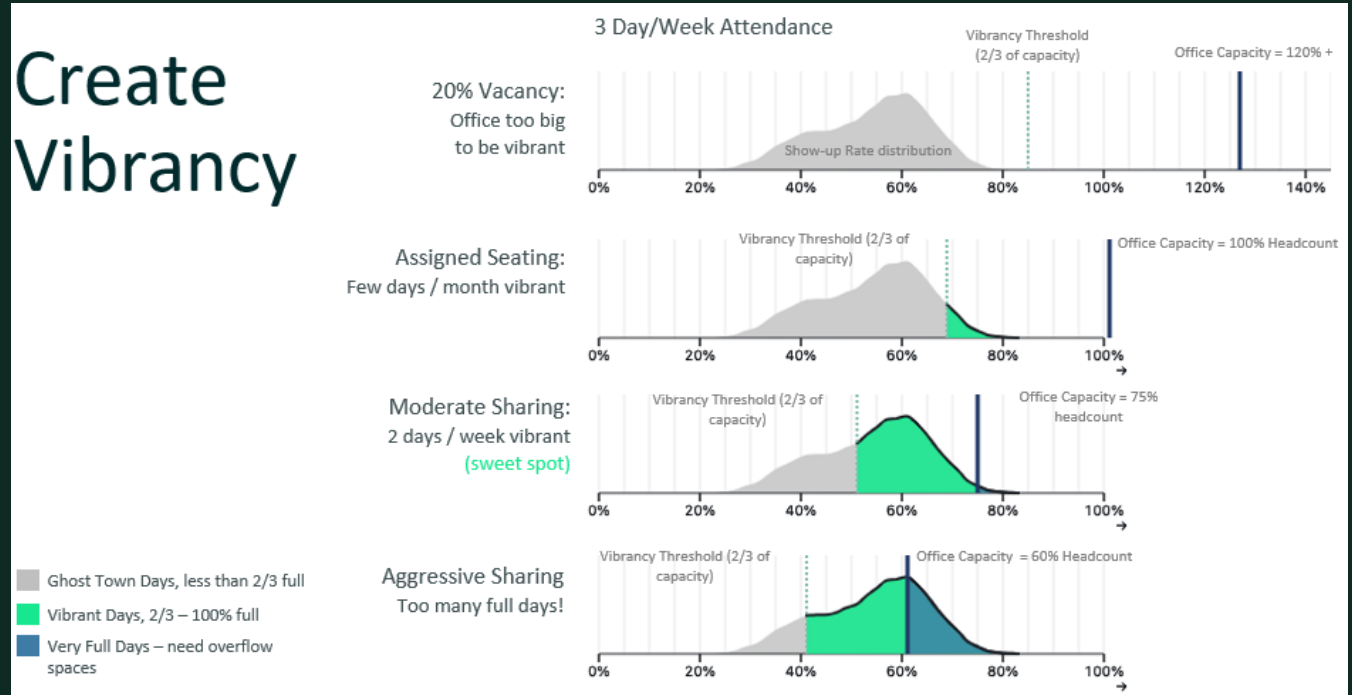


# Work is an activity, not a location.

We didn't just change where people work.  
We changed what the office is for.

Now the office is a place people go to  
*work together.*

## Create Vibrancy



# Facility Management is about enabling work.



## Old FM

- Work Orders
- Preventive Maintenance
- Vendor Coordination



## New FM

- Capacity Orchestration
- Service Delivery
- Hospitality Operations
- Experience Management



Companies don't want less real estate;  
they want better real estate.



# CRE became a data function

(And We Weren't Exactly Ready)

Executives expect real estate decisions to be evidence-based.

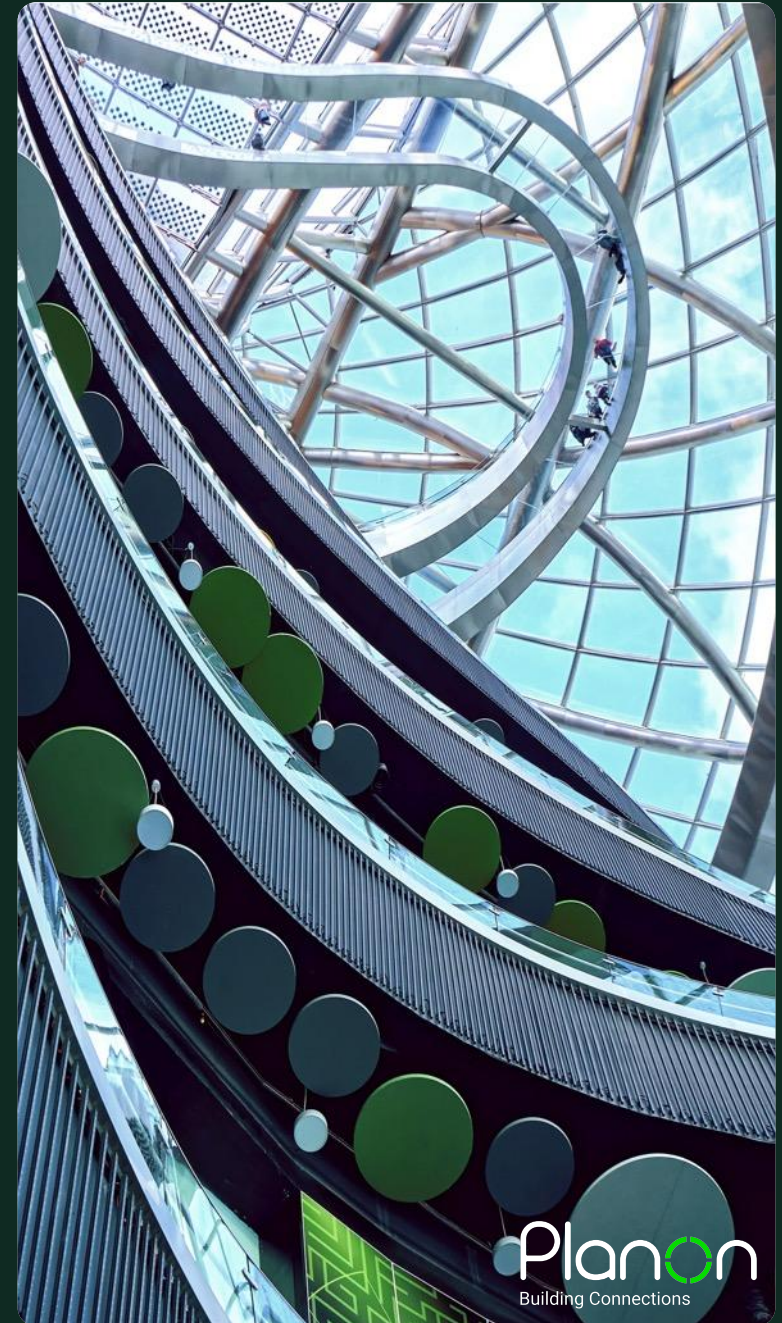
- What is cost per employee?
- Which buildings should close?
- When should leases renew?
- What space do we need?



# The Digital Building: The Workplace Joins the Enterprise

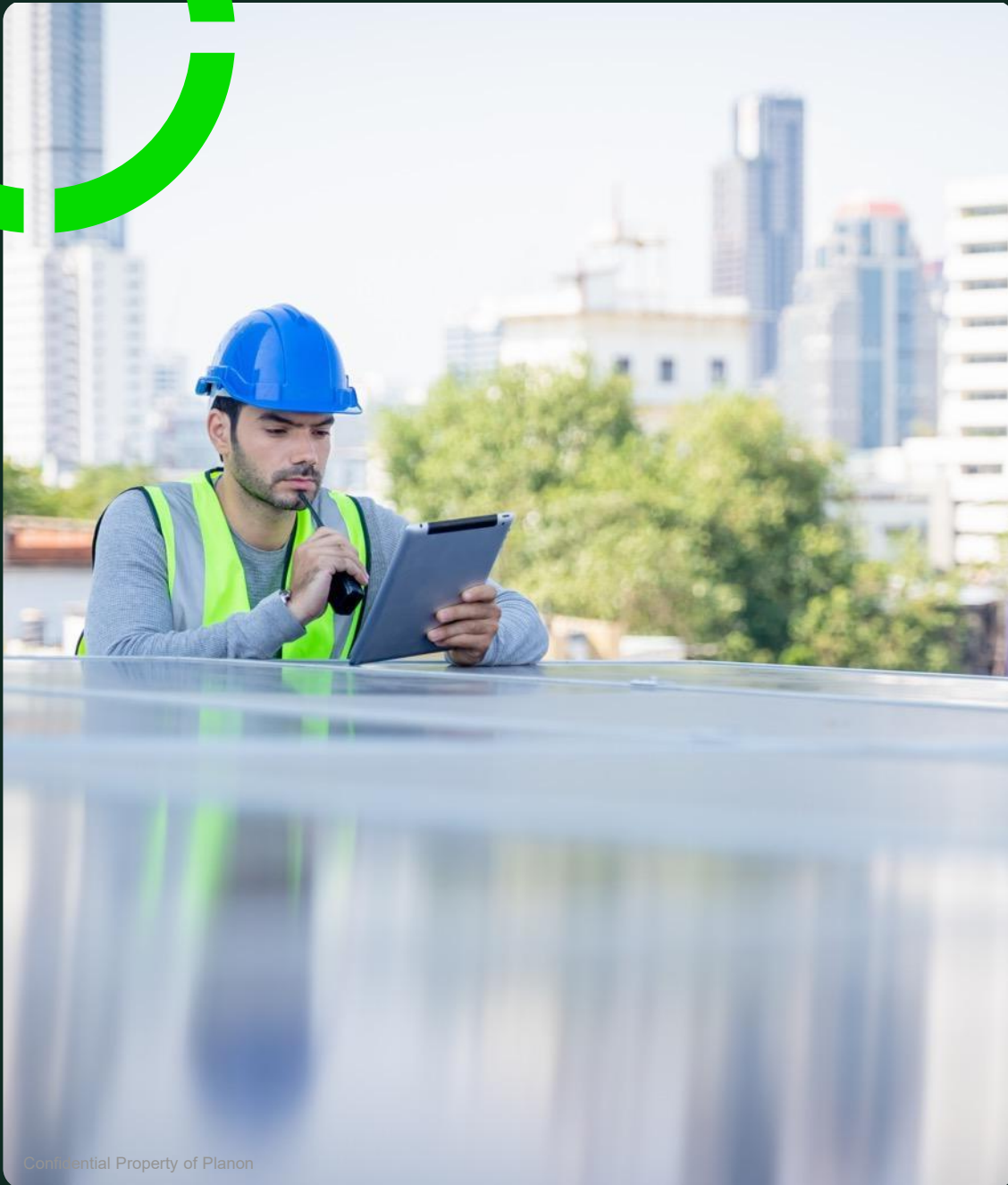
Welcome to OT & IT

- The building is becoming part of the company's tech stack.
- The workplace is now something you monitor, analyze, and optimize.



# The Workforce Crisis

- Aging workforce
- Loss of institutional knowledge
- Digitization for continuity





# ESG Changed the Job

Facilities management is now part of corporate risk management.

- Sustainability moved from PR → compliance.
- CRE/FM now responsible for:
- Energy tracking
- Carbon reporting
- Building performance

# Financial Pressure

Leadership wants to understand:

- Are we using the space we pay for?
- Which locations actually support the business?
- Should we renew this lease?
- Can we consolidate?
- What does the workplace cost per employee?



# AI in Buildings

- Instead of preventive maintenance based on a calendar, systems can identify when equipment behavior changes and predict a failure before it happens.
- Instead of reacting to comfort complaints, environmental patterns can be detected and adjusted automatically.
- Instead of guessing space demand, organizations can forecast peak usage and plan capacity.
- Instead of manually triaging service requests, requests can be categorized and routed instantly.





# Why platforms matter!

This is the same evolution other functions have already experienced.

- Finance moved from ledgers to ERP
- HR moved from personnel files to HRIS
- Customer management moved from contact lists to CRM
- The workplace is becoming a managed operational environment, not just a physical location.

# The Evolving Role of FM

The role is evolving from caretaker of property...  
to operator of services...  
to manager of workplace performance.

You're no longer only responsible for whether the building works.

You are responsible for whether the workplace works.

And that's a much more strategic function.





# New Skills for FM Leaders

Add subtitle

# The Future Portfolio

Does the building enable the organization to do what it cannot do otherwise?'

01 organizations are moving toward fewer, more intentional locations

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02 designed around team interaction rather than individual seating

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03 in-person time is concentrated around teamwork, onboarding, and relationship-building



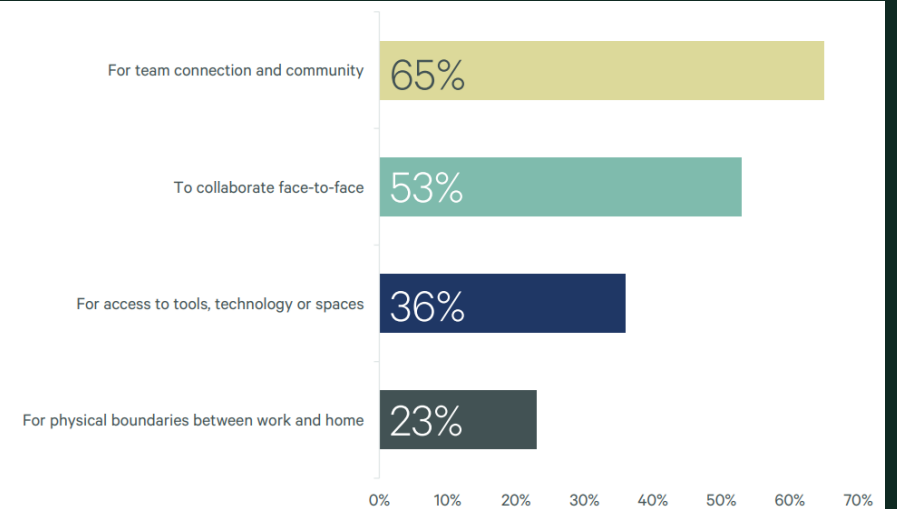
# Investment in Outcomes


When an organization decides to maintain or redesign a workplace, the decision isn't about walls, furniture, or even location.

It's about what the workplace enables.

## In-Person Has an Edge on Relationship Building & Innovation

In a post-COVID world, what are the primary reasons you would come to the office.





Facilities used  
to enable  
where people  
work, now we  
enable how  
people work!

# Thank you