MARC TOMCHIN - *RESUME*

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SENIOR LEVEL OPERATIONS MANAGER

Senior level leader with extensive experience overseeing Integrated Facility Management (IFM) services for Higher Education, School District and Healthcare facilities. Successful in leading large teams over wide geographic areas by clarifying strategic initiatives, defining Key Performance Indicators (KPI) and implementing a systemic approach to achieving goals. Proven track record of exceeding expectations by driving efficiencies and eliminating non-value added tasks; resulting in strong margins and Return on Investment (ROI). Experienced increasing market share by implementing account retention programs and effectively managing sales opportunities. Skilled at pricing and solutions development, leading to a high close rate for sales opportunities.

CORE COMPETENCIES

P&L Management	Strategic Planning	Project Management
Developing Solutions	Pricing	Creating Proposal / Presentations
Client Relations	Budgeting	Contract Negotiations
Operations Management	Continuous Improvement Plans	Account Retention
Team Building	Training and Development	SOP Development / Implementation

PROFESSIONAL EXPERIENCE SUMMARY

ABM
Building Value

October 2011 – November 2019

Regional Director of Operations *December 2017 – November 2019*
Responsible for the oversight of facility management contracts throughout Ohio. Portfolio consisted of $17M in revenues, servicing ~13M square feet. Services provided: Integrated Facilities Management, Plant Operations & Maintenance, Landscaping, Housekeeping, Energy Management and Construction/Renovations. Accountable for P & L, client retention, budgeting, contract administration and support for sale activities. Served as acting Vice President. Directed 2 District Managers, 21 salaried managers and ~500 hourly employees.

Director of Facilities Operations & Maintenance Business Development *October 2011 to December 2017*
Developed the business model that transformed the education division's value proposition from primarily custodial services to a comprehensive approach encompassing all aspects of Integrated Facilities Management (IFM). Role consists to three primary objectives:

1) Sell IFM Contracts by serving as the Solutions Developer and orchestrating sales efforts
2) Develop operational protocols supporting IFM Contracts, including the selection of supportive software
3) Support existing IFM Operations by providing direction and development to a team of 10 salaried managers

Annual revenues for Integrated Facility Management contracts increased from ~$10M to ~ $45M during my tenure.

sodexo

June 1991 to October 2011

District Manager *August 2000 to October 2011*
Responsible for the oversight of facility management contracts throughout Tennessee, Virginia, North Carolina, South Carolina and Georgia. Portfolio consisted of $34 million in revenue, servicing 23M square feet. Services provided: Integrated Facilities Management, Plant Operations & Maintenance, Landscaping, Housekeeping, Energy Management and Construction/Renovations. Accountable for client retention, customer satisfaction, P & L, budgeting, financial reporting, compliance audits, contract administration, implementing corporate policy and standards, regulatory compliance, safety, human resources, sales presentations and establishing financial packages for sales proposals. Directed and developed 45 salaried managers and 750 hourly employees.

EDUCATION

Bachelor of Science in Business Administration from Florida State University

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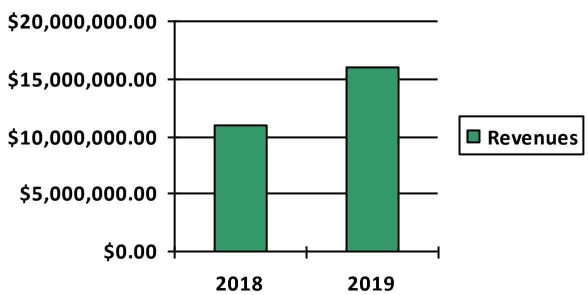
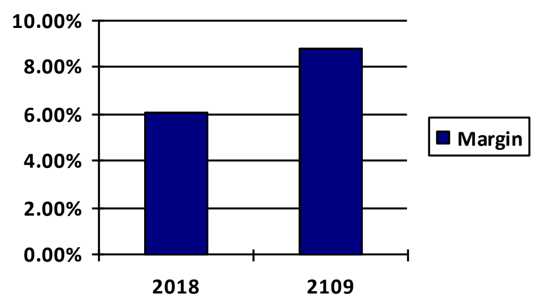
NOTABLE ACCOMPLISHMENTS WHILE WITH ABM INDUSTRIES / GCA SERVICES GROUP

Senior Regional Director of Operations with ABM Industries

- **Challenge:** Assumed responsibility for a region that was experiencing declining market share and margins.
    - **Action 1:** Defined Key Performance Indicators (KPI) that supported corporate objectives and implemented financial controls to assure focus of subordinate managers. These tactics provided clear KPIs for the team to drive toward and the means to make it happen.
    - **Action 2:** Implemented an Account Retention Program to focus efforts and drive results. This plan highlighted the contract lifecycle, anticipated challenges and proven techniques to extend contracts virtually indefinitely.
        - **Results:** Market share increased by ~$4.5M and margins increased by 2.8 points.





- **Challenge:** ABM Industries purchased GCA Services Group providing the opportunity to drive revenue at former GCA accounts by cross-selling mechanical and other related services.
    - **Action:** Introduced the concept and benefits of utilizing ABM Industries for mechanical services toward the closing of Quarterly Business Review Meetings with clients across the region.
        - **Results:** Negotiated the 1st and 2nd cross-sales from the Education Industry Group; adding mechanical services to two existing clients.

Director of Facilities Operations and Maintenance Business Development with GCA Services Group
(GCA Services Group was purchased by ABM Industries in the fall of 2017)

- **Challenge:** The investment bank that owned the company was counting on 20% year over year annual revenue growth for Integrated Facilities Management contracts (IFM). IFM contracts were yielding higher margins and stronger account retention.
    - **Action:** Served as Solutions Developer coordinating the efforts of the Operations Team and the point person with sales, legal, finance, human resources and others involved in proposal development.
        - **Results:** Intimately involved in sales opportunities that led to increasing IFM revenues by an average of 36% annually, equating to $45M over 5 years.

- **Challenge:** When I joined GCA Services Group developing a proposal required Subject Matter Experts to invest a large about of time and resources. Each proposal required SME(s) to write 75-100 pages of collateral material; these documents were often piecemeal versions of prior submittals, rarely persuasive, and simply poorly written.
    - **Action 1:** Collaborated with SMEs to craft a new module style boiler plate proposal. All sections of the proposal were embellished by marketing and vetted by corporate.
    - **Action 2:** Evaluated all SOPs that supported the programs described in the approved boiler plate modules to assure relevance. Facilitated the resolution of shortfalls in operational SOPs.
        - **Results:** The module boiler plate reduced the pages written by SME(s) to 5-10 pages, shifted the majority of proposal writing burden to sales executives and allowing SME(s) to spend more time supporting operations. Cost to develop a proposal was reduced by approximately 30%.

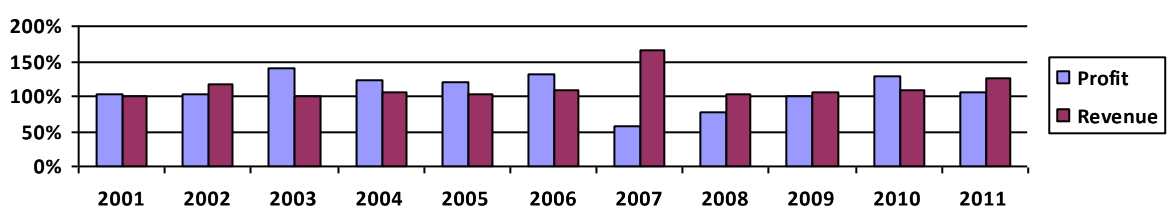
- **Challenge:** Shortly after joining GCA Services Group a client disqualified the company for a potential $25M contract due to inaccuracies in payroll taxes calculations. This critical failure was caused by over-riding formulas and miscalculations associated with a flawed pricing tool utilized by the Texas team. It was determined that the company was using several pricing tools across the county that were drastically different in virtually every way, including underlining corporate assumptions. None of these model had proper security protocols are were properly vetted by the finance department.
  - **Action 1:** Designed a pricing tool for the education division that would accurately calculating benefits and payroll taxes, as well as, numerous KPIs for analysis. This tool had security protocols that prohibited users from manipulating formulas and was designed to be user friendly by allowing over-rides to all areas of the tool.
  - **Action 2:** Facilitated the adoption and utilization of the new pricing tool by providing quarterly web-based training for operations and sales leadership. Additionally, one-on-one web-based training was provided for new hires or upon request.
    - **Results:** The new pricing tool assured accidental mistakes could not be made creating negative consequences to the company. Additionally, the accuracy of payroll taxes was estimated to have mitigated risk by $3.1M in the 1st year of implementation.

- **Challenge:** Sought opportunities to improve increase margins and operational efficiencies by leveraging the purchasing of maintenance supplies and equipment.
  - **Action 1:** Coordinated with procurement to develop a top 75 for maintenance supplies. These items represented common, high volume items that resulted in the largest discount.
  - **Action 2:** Coordinated with finance to identify purchases made outside of the corporate program and developed actions plans to drive compliance.
    - **Results:** Reduced burden on operations by streamlining ordering process and negotiating discounts. Generated annual rebates from $75k at inception to $300k when purchased by ABM.

NOTABLE ACCOMPLISHMENTS WHILE WITH SODEXO

District Manager

- **Challenge:** Managed Profit/Loss and Sales for a 5 state region for 10 years. A 2007 company realignment added three dysfunctional accounts, lacking operational leadership and financial controls to the region.
  - **Action 1:** Implemented financial controls including defining Key Result Indicators (KPI) that support the desired outcomes, communicated KPIs to manager team and establishing weekly conference calls with Account Managers to review financial performance.
  - **Action 2:** Scheduled quarterly road trips with the Sales Executives supporting the territory in an effort to nurture relationship and effective communication. Strong relations and chemistry between cohorts is a noticeable differentiator when presenting to potential clients.
    - **Results:** Consistently met or exceeded corporate expectations. Chart below represents percentage of actual performance versus budget commitments.



- **Challenge:** Retain all accounts to support corporate's strategic initiative to grow revenues organically.
  - **Action:** Taught the company's Account Retention Program to Managers across the country. This course was reinforced every two years and full implementation of the program was a prerequisite for bonus eligibility.
    - **Results:** Implemented the program at all accounts across the region and achieved <u>100%</u> account retention for the final 7 years of my tenure.

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- **Challenge:** Sodexo K-12 and Higher Education Divisions were getting merged into a single industry group serving all Education clients. This evolution in the company created the opportunity to design a pricing tool that could be used for both K-12 and Higher Education sales opportunities.
  - **Action:** Designed and maintained the pricing tool for the new Education Services Division. This tool included a simple automation feature (button) that would allow the model to be easily converted to address both K-12 to Higher Education opportunities. Converting the model between these two market segments consisted of exchanging productive rates and KPIs.
    - **Results:** Utilizing a single model for both K-12 and Higher Education market segments guaranteed accurate results, outcomes were presented in a standardized format for all market segments and updates were easily managed.

- **Challenge:** Accepted the role as the lead for a task force assembled by the Division President to develop an Operations Audit that could be used to measure the performance of each account. The audit was to address all functional areas and yield a single score that would be representative the quality of operations.
  - **Action:** Coordinated with Subject Matter Experts from Human Resources, Finance and Operations to identify areas to be audited and desired results. The results of the audit tool were reported on a 100% scale. Accounts that scored below 80% were identified as at risk and additional resources were deployed to correct deficiencies.
    - **Results:** The Unit Operations Audit identified shortfalls in program implementation and aided management to identify additional resources required to correct shortfalls. The Operations Audit became one of the KPIs tracked by the division's Account Retention team.

- **Challenge:** Several audits were performed at each account to assure performance excellence. These audits created a great deal of stress and often led to the operations team losing focus and to engage in non-value added activities.
  - **Action 1:** Collaborated with loss prevention managers to develop the Safety Implementation Manual. This manual was designed to walk an auditor through the entire audit process. The principal behind the manual was simple. The manual was designed to mirror the Corporate Safety Audit. In summary, the material required to satisfy section 1 of the Safety Audit was filed in section 1 of the Safety Implementation Manual. If the material required was too large to file in a binder a notation was placed in the manual where to find the required material.
    - **Results:** Since implementation Safety Audit results averaged 98.7% across the region, leading the nation. An additional benefit has been that the time to complete an audit was reduced from 4 hours to 1 hour. This manual received national recognition and rolled out as a *best-practice* nationally by the Loss Prevention Team.
  - **Action 2:** Created the Manager Toolkit Manual to define startup requirements and manage efforts to satisfy corporate expectations measured via the Operations Audit. This manual was a simple filing system for documents and policies that are unique to each account. These documents provide verification of program implementation for the purpose of satisfying expectations of operational audits. More importantly, this manual assured that important documents were readily available to members of the management team. Examples of the documents filed within the Manager's Toolkit Manual include:

Organization Chart	Critical Dates / Events	Equipment List(s)
Schedule(s)	Building List w/sq. ft.	Key Contact List
Job Descriptions	Campus/District Map	Weekly Budgets
Task Assignments	Approved Vendors	Etc.

    - **Results:** Since implementation Operation Audit results averaged 92.3% across the region.