Today’s competitive global market environment brings steadily increasing pressure to improve return on investment (ROI). In the push for improvement, an organization’s biggest investment and its primary assets are its human capital.

**Asset Management**

Many companies are focused on management of capital assets – maximizing utilization and minimizing downtime with a minimum of upkeep and maintenance.

Return on capital assets is constantly being measured with break-even calculations and strict financial returns – all typical “bean-counting” myopia. Indeed there are several technology solutions that are being offered to address these kinds of plant and equipment problems – on-line monitoring, machine-to-machine (M2M) communications and the like. Operating ROI is constantly monitored and can be made available at any time.

But there are no real measurements to monitor and maximize company’s biggest assets – people. In most companies this is the realm of “human resources”, often reporting at a non-executive level to a financial manager and mostly related to payroll, vacations, insurance, legal regulations and discipline. Even in large corporations, the Human Resource (HR) Manager is often ranked lower than other executives.

**Peter Drucker’s Advice**

More than 50 years ago, the famed management guru Peter Drucker was the first to assert that workers should be treated as assets, not as liabilities to be minimized or eliminated. He originated the view of the corporation as a human community built on trust and respect for workers, and not just a profit-making machine.

Peter Drucker wrote continuously on a variety of issues. His books launched the “practice of management” as we know it today. In his later years his comprehensive articles covered an amazingly wide spectrum of human affairs. The great management guru died in November 2005, at the age of 95, eight days short of his 96th birthday. His immense impact will continue for much of this century. It may be worthwhile to recall some of his key ideas.

- The first to assert that workers should be treated as assets, not as liabilities to be eliminated. (1950s)
- Originated the view of the corporation as a human community built on trust and respect for workers, and not just a profit-making machine. (1950s)
President’s Message

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“Dare to take the next leap in your career?”

These words, from our striking new ad that will appear in the next edition of the Bay Area Building Resource Guide, support our theme for 2010 to “Invest in Human Capital”. Building on the incredible accomplishments of our chapter that Immediate Past President, Julie O’Loughlin led last year, my focus will be to do all that I can to provide our members with opportunities where they can obtain the timely and relevant training that they need to thrive in 2010 and beyond, to have ample networking opportunities and to ensure that the chapter is run as effectively and efficiently as possible.

Despite the economic downturn in 2009, Julie led us through a remarkable year. Here are just some of the accomplishments achieved when Julie was at the helm:

- Significant increases in participation from professional members at chapter events.
- Award winning educational sessions cumulating in receiving the “Awards of Excellence” in Professional Development in October.
- Increased funds for charity, including seed money for a possible new local scholarship that Julie will be developing this year.
- Fun networking events, such as the Membership Mixer at Club Auto Sport in July, the Vendor’s Faire in November, a hugely successful Holiday Party and the, innovative VIP/Facilities Focus Groups.

As you can see, under Julie’s leadership, 2009 rocked for IFMA-SV.

In 2010, I am committed to doing even more: Expanded Educational opportunities and more Exciting Events while striving for Operational Excellence to bring world-class career advancement opportunities to our members at the lowest possible cost. With your support, I am committed to ensuring that our chapter remains the premier organization for professional leadership, education and innovation for the facility management profession.

Make 2010 the year that YOU take the leap by investing in yourself and your staff. Our facilities management classes are geared to earning or working towards a facilities management CFM or FMP certification and our informative chapter meetings and FM roundtables provide you with excellent opportunities to learn and network with other chapter members. Our Chapter also understands the importance of giving back to our community and we provide you with opportunities throughout the year to get involved in important Community Outreach programs. I encourage you to participate in our chapter this year and meet your peers and industry experts who can help you to “take the next leap your career”.

This year marks my 15th anniversary as a member of the Silicon Valley chapter of IFMA and I am proud to serve as your president in 2010. I look forward to seeing you at one of our exciting events this year!
I am excited to present to our members, our first newsletter for 2010! The Chapter has been busy planning for the New Year and we have a lot to report on recent happenings and events.

We concluded 2009 with a Holiday Charity Benefit which was a huge success and demonstrated our chapter’s commitment to our local communities. The Annual Strategic Planning session in December had a substantial turnout that generated great dialogue and ideas. Our chapter President, Ed Novak, has outlined the chapter’s goals and initiatives for 2010.

We have a new board for 2010 and we have introduced our newest board members Kevin Klink and Judith Sayler. In keeping with our theme for 2010, we have Larry Morgan’s article highlighting the importance of recognizing our most valuable assets – our people. We have also introduced excerpts from recent news articles that spell a positive trend for the facilities profession – tax credits for clean tech and salary growth for facilities professionals.

As you may have already noticed, we have a new look for our newsletter and I hope this will enhance your reading experience.

We have a diverse and talented membership and it is with their contributions and volunteer effort, we are able to put together a newsletter that I hope provides you with interesting and informative articles. In doing this for the first time this month, I have a renewed sense of respect and appreciation for all who have been doing this so well in the past – and I hope I can keep up to it. In addition to news on current and upcoming chapter events and articles focused around the theme of the month, I hope to include articles on interesting industry or design aspects that I hope will keep our vision on a larger goal, always striving to improve, as we move towards a better, brighter 2010! If you have suggestions on articles or subjects of interest that you would like covered in the newsletter, please send me an email at deepa@folioarchitects.com.
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With the theme “We’ve Got Soul”, the Holiday Party Planning Committee decided to dig deep for some soul of our own and expand the giving-back tradition of this event to support more charities than ever before. At local hot spot Fahrenheit Ultra Lounge in Downtown San Jose, the chapter’s first ever Holiday Charity Benefit with a Soul & Motown theme was an overwhelming success! The event boasted great fun, food, entertainment and most importantly of all, in addition to a mountain of toys, a grand total of $6,800 in cash donations which went to our local communities.

Entertainment and thus revenue for our added charitable contribution this year was provided by the Chapter committees. Participating committee members really had the spirit of the season in them, and threw their better judgment to the wind singing and gyrating for fan favorite in a karaoke contest with a chance to bring home the grand prize for the charity of their choice.

A packed house screamed loudly for all contestants, and the results of who won that night were controversial to say the least (no sour grapes here of course!); the first prize of $2,000 was awarded to the show-stopping dragwearing Tom Lighthouse and his Community Outreach Committee band. Sour grapes aside, Community Outreach gave a fearless and phenomenal performance and garnered needed funds for the Campbell Community Toy Program which in addition to toy support at the holidays provides resources from toothbrushes to local shelters along with after school programs to children and teens in our community. Other charities and contributions included:

- $1,500 to support the Silicon Valley Chapter of IFMA’s new Diversity Scholarship program launching in 2010 was funded by MMC’s mash-up performance.
- $1,000 to support Next Door Solutions to Domestic Violence was made possible by the supreme diva’s (and their security) performance.
- $500 to support Second Harvest Food Bank was subsidized by the truly talented vocals of the Special Event Committee.
- $1,800 worth of toys from IFMA-SV, along with toys brought to the party from generous attendees went to the National Association of Hispanic Firefighter’s Annual Toy Drive.

I wanted more! And I got it!

The truly talented vocals of Amy Cooper and the Special Events Committee kicked the contest off.
Chapter Mission and Vision:

The Silicon Valley Chapter of IFMA is the premier organization for professional leadership, education and innovation for facility management.

We want to help our members to advance their careers through:
- Educational Opportunities
- Certification – CFM & FMP
- Networking with peers, customers & suppliers

We have translated these three objectives into our chapter’s 3E Vision:
- Exciting Events
- Expanded Education
- Operational Excellence

On December 14, 2009 I had the privilege to lead our annual strategic planning session with about 40 of our chapter members at Fenwick & West in Mountain View. The purpose of the meeting was to make sure that the chapter’s activities for 2010 are aligned with our mission, vision and balanced scorecard. As a non-profit, volunteer driven organization it is critical that all committees and volunteers are aligned and that we understand where we may have resource limitations and need additional help. I’m pleased to report that this three hour session allowed us to hit the ground running in 2010! During the planning session, we reviewed our chapter’s mission and vision (see side box), our performance in 2009 and our plans for 2010, including identifying where we may have gaps or resource limitations.

Led by Immediate Past President Julie O’Loughlin’s dynamic leadership, 2009 was a great year for us. As we did last year, we will continue with the “3E” principles to guide us as we reach out to the FM community to “invest in human capital” in 2010. I reviewed these guiding principles with the session attendees during the first part of the meeting. But it takes more than a mission and vision to ensure that your organization is aligned. That’s where the Balanced Scorecard comes in. It’s the link between the Mission - Vision and the activities that we plan to undertake each year.

The second part of the session was devoted to the review of our 2009 performance. Each Board member is the owner of at least one Strategic Initiative of our Balanced Scorecard and each owner presented the accomplishments that we achieved and the targets that may have been missed in 2009 for their respective initiative.
The second part of the session was devoted to the review of our 2009 performance. Each Board member is the owner of at least one Strategic Initiative of our Balanced Scorecard and each owner presented the accomplishments that we achieved and the targets that may have been missed in 2009 for their respective initiative.

The Strategic Initiative serves as part of our Balanced Scorecard foundation with metrics, targets and tasks completing the upper floors, as illustrated in the adjacent diagram that I created. We will continue to review and update our strategic initiatives throughout 2010 during our monthly Steering Committee meetings. In addition, we will report our progress to you at monthly chapter meetings during 2010.

During the final part of the planning session we focused on where we are going in 2010. Led by Mary Landis who facilitated this part of the meeting, each board member / strategic initiative owner

- **SI #1** – Provide and engage stakeholders with leadership, educational and strategic opportunities that expand and leverage their collective knowledge and experiences. (Ed)
  - A new Event Tracking form was developed by new Board Member Judi Sayler to help with budget planning and event announcement coordination
  - Submit for at least two Awards of Excellence in 2010
  - Closer alignment between Special Events and Community Outreach

- **SI #2** – Provide local, accessible and convenient career essentials for facility management professionals to advance their careers. (Larry)
  - More FMP classes with 10 to 20% increases in attendance
  - Target civic government, higher education, biotech, life science, green tech professionals for our meetings as well as established Valley companies

- **SI #3** – Magnify the importance of facility management within the mainstream community and beyond (Judi)
  - With Judi taking ownership of this initiative in late 2009, you will see information by and about our chapter much more frequently in the media in 2010 – it’s already happening!

- **SI #4** – Ensure appropriate governance, systems and processes are in place. (Ed)
  - On-going review & communication about our Balanced Scorecard performance is a large part of this initiative

- **SI #5** – Understand and respond to members’ interests (Kevin)
  - After ending 2009 with 60 fewer total members than the total at the beginning of the year (about a 10% drop) our goal is keep the total number of members flat for 2010. We will be reviewing this target again in April. Kevin and his team did a great job last year recruiting over 100 new members, but the tough economic times took a toll on membership retention

- **SI #6** – Strengthen and build collaborative relationships with other facility oriented organizations that advance the FM profession (Claudia)
  - As a new board member in 2009, Claudia brings new focus to this strategic initiative where we hope to increase the number of collaborative events in 2010, but only where it is beneficial to our chapter

- **SI #7** – Strong Financial Stewardship (Terry)
  - Terry returns as our Treasurer in 2010. He also joined the board midway through 2009. His primary goal for 2010 is to provide us with better financial reporting from QuickBooks

- **SI #8** – Create a local scholarship that will support the diverse cultures represented in our community by creating training opportunities (Julie & Eric)
  - With two past presidents leading this new strategic initiative, I’m confident that we will have more information to announce about our local scholarship program later this year.

Continued on pg. 8
I want to thank everyone who participated in our annual strategic planning session last month. Your valuable contributions make my job a lot easier. Special thanks go out to Mary Landis who did an excellent job of ensuring that attendee members had opportunities to ask questions and offer comments on each strategic initiative, target and measure. She documented comments and suggested changes to each strategic initiative from meeting participants on the computer while keeping the meeting on-schedule.

I am actively recruiting members to take over these Strategic Initiatives. If you are interested in being a part of this exciting process, please contact me.

Remember, this meeting was just a key milestone in our balanced scorecard process; I didn't expect to (nor did I want to) get all the answers at this meeting. Nearly half of the session attendees turned in an evaluation, which shows a high level of satisfaction with the session. See graph below for details.

We will be reporting further updates and progress at future monthly chapter meetings. You may have noticed that my name is adjacent to two of the Strategic Initiatives.

![Graph showing 2009 Strategic Planning Meeting Evaluation]

**PROJECT: Kalnos, Redwood City**

Providing a wide variety of residential, vocational, and related services with the highest quality training and support to adults with developmental disabilities so that each individual may maximize his/her potential and become an active member of the community.

“Bringing volunteers and communities together to improve the homes and lives of homeowners in need.”

**SAVE THE DATE**

IFMA’s 2010 REBUILDING TOGETHER PROJECT

Saturday, April 17th & 24th

Calling all IFMA SV Members and welcome friends & family
Holiday Party
Continued from pg. 5

What an event! So, for the few of you who missed this outrageously “Exciting Event”, take a look at the accompanying pictures on page 9 which definitely prove a picture is worth a thousand words – or at least a thousand charitable dollars.

Current Chapter President, Ed Novak, takes the stage in support of doing whatever it takes for charity.

Between our vocals and the choreography, MMC (Membership Marketing Communications) had a shot at 1st until that crazy lady in the middle went all diva on us – OOPS THAT’S ME?!

The Supreme Divas from PDC and their men in black made us all STOP! in the name of IFMA! They also took home 3rd place and $1,000 for their charity.

With their homemade costumes, fearless headliner in drag, and surprisingly good rhythm from the band, the Community Outreach Committee brought it and took home the GOLD – and pink!
Investing in Human Capital

Continued from pg. 1

In an article for the Harvard Business Review, Peter Drucker observed that while all organizations say routinely that people are their greatest asset, “few practice what they preach, let alone truly believe it.” He insists that when companies claim they are “people-oriented” it’s often “corporate hypocrisy.” After all, how can companies declare that they put their employees first when they are willing to lay off thousands while the leaders get bonuses?

People-assets are too often frittered away as casualties of short-term financial thinking. Companies driven by the need for short-term results will do well to heed Peter Drucker’s advice. People are a company’s primary assets; they represent the knowledge base, the proprietary edge.

Personal Loyalty

Globally we live in times of turbulence and change. Because of accelerating technology, business is moving at ever greater speeds. Today, people under the age of about 35 (classified as Generation X) have abandoned organizational loyalty and consider the continued development of their own skills as their personal passports to survival in changing times. Some of these attitudes have come about as a result of corporate short-sightedness in ignoring individual tenure during difficult times.

The problem is not that companies don’t value their people — it is that they don’t know how to value them in the new business environment. It’s not simply a matter of buying more tools and additional software and paying more attention — it’s much more widespread and diffuse than that. Loyalty is a two-way process, a culture that is carefully developed and nurtured over a long time.

Successful organizations recognize that intellectual capital and knowledge management are the core ingredients of success. Good businesses know that while most other assets are replaceable and become obsolete, developing and nurturing people, and exploiting their knowledge and experience is paramount.

Human Capital

In order to value people, companies must move beyond the concept of human resources and towards the notion of human capital. The term “resource” implies an available supply that can be drawn upon when needed. The term “capital,” however, refers to something that gains or loses value depending on how much is invested in it, and how that investment is made.

Here are some ideas that flow from the concept of “human capital”:

• People are assets that must be valued, measured, and developed.
• People are not hard assets that depreciate in value and can be written off; they are dynamic assets can increase in value with time.
• People are primary assets. “Human capital” represents the remaining assets of a business after everything else has been eliminated.
• The systems created to recruit, reward and develop people form the major part of any company’s value — more than other assets such as cash, land, plants and equipment, and intellectual property.
• Company value and, therefore, shareholder value suffers when human capital is mismanaged.

Assets or Liabilities?

There are two distinct camps when it comes to how people are viewed within an organization. Successful companies treat people as assets. But many financially oriented corporations treat people as costs and overhead expenses, much like any other expense that can be reduced or eliminated for short-term gain. That attitude becomes embedded as part of the corporate culture.

Most organizations would protest! After all, they go to great lengths to communicate how they value their people and make every effort to do the right thing by all their employees. However, the ultimate test is in how people are accounted for in the financials – salary expense, headcount, benefit expense, training expense, etc. all of which are the costs which are typically most affected by “belt tightening” when last quarter’s (or last year’s) earnings turn out to be less than expected. For successful companies today, management goes beyond capital assets. It involves consistent, long-term investments in leadership and committed talented people.

Treating people as if they truly were assets would not only impact how they get accounted for, but how they were treated and nurtured. If a talent search was undertaken with the same care and methodical due diligence as a piece of capital equipment (for example, expensive machinery or computer systems), reviewing the specific ways company performance will improve, and what “maintenance and support” would be needed to maximize performance, then that company is more likely to consider its people as assets.

If intellectual capital was nurtured and maintained in the same way that mechanical equipment was maintained and upgraded, then companies would not consider cutting the training budget, or withholding merit increases when there is a profit shortfall. The asset that thrives is the one that is fed.

Investment in people will pay off like investments in other assets. It’s a long-term strategy. The last thing a company should do for short-term gain is asset-dumping. Indeed, that’s the time to get the assets working extra hard. Everyone knows that without good people, good products cannot be developed, or good services delivered, or good customer relationships maintained. But when times get tough, people are often viewed as expendable. And sadly, the lower down the chain a person is, the more expendable they become.

Treat people as if they are costs demoralizes and disenfranchises them. A company’s competitive advantage erodes whenever investment in people is cut back — when layoffs occur. This takes a predictable toll on the company’s health and inevitably the bottom line.

Suppliers & Customer Relationships

In the new business environment, it may be worthwhile to point out that people - assets are not just limited to personnel employed directly within the company. There’s another valuable leap that the best companies are making with their people assets: motivating and encouraging not only their own employees, but also collaborating effectively with suppliers and customers alike.

The best companies develop people and company relationships that yield good results – beyond just short-term price and delivery.

In the new global environment, people should work in extended virtual teams comprising company employees, as well as customers and supplier partners. Just as collaboration between separate departments within companies proves to be very effective, collaboration should be extended beyond conventional corporate boundaries.

Working in multi-company environments, transcends international boundaries. Successful companies assign people to establish collaborative relationships with customers and suppliers. Strong mutual inter-company benefits will result, to build these relationships and yield results.

Look around your own company to review whether people are being treated as expendable costs, or as valuable human capital.
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January Chapter Meeting

Ringing in the New Year with our first Chapter Meeting, January 27th, IFMA Silicon Valley decided to bring back one of the highlights of last year’s programming, Mr. Mike Robbins, national bestselling author, speaker and coach working with some of the largest corporations in the country. With a message stemming from his latest bestseller “Be Yourself, Everyone Else Is Already Taken”, Mike roused the audience with a highly motivational talk about one simple word – AUTHENTICITY. Mike shared insights from his own experiences to illustrate how we can all unleash greatness within ourselves and bring out the best in others. In the meeting, Mike underscored, “Authenticity is enjoying a new sense of freedom to be who you really are – yourself, natural and without a mask and not letting the little voice inside tell you that you are not good enough.”

At the core of Mike’s message was an analogy about an iceberg that many of us have heard throughout our lives and careers, but that caught everyone in the audience by surprise when Mike was able to relate it so impeccably to the daily internal plights that influence our moods, our relationships, and our success both personally and professionally. Mike explained that we are all icebergs - leaving only 10% of who we really are exposed for the world to see and interact with because that’s what makes us feel safe and like we have it all together, especially at work. And in the 90% of ourselves that is left unexposed there are things like apprehension, fear, insecurity….but there lying in that 90% is also who we really are, our authenticity, our passion, our creativity, our excitement, our ideas, and all of that other good stuff that could if let free truly make a difference in our own lives and the lives of those around us. Mike encouraged us all to get a little more real, share some stuff with our peers that they may not know about us, lower the water line and allow ourselves to be authentic and sit-back and watch as the people around us in turn let themselves become vulnerable. Mike assured the crowd that when we permit ourselves to let down our guard, we will begin to notice that we are able to communicate, collaborate, trust each other and really work as a team.

Mike left us with one final thought – “If you want to have the most positive impact on the people around you, be kind to yourself in a genuine way. There’s nothing enlightened about beating up on yourself.”

Take a moment to think about your own team —what can you do or say that you think could make a difference in terms of authenticity?

On behalf of the membership of IFMA SV, I would like to take this opportunity to thank In2Change for not only sponsoring this event, but for arranging Mike Robbins to be our esteemed speaker, and for coordinating the beautiful new Oshman Family Jewish Community Center in Palo Alto as our venue. With co-sponsor KNOLL, the two companies allowed us to kick the year off with a bang!


And as Mike Robbins would say, I urge you all to be authentic and watch as the results take care of themselves – what’s stopping you?
Realizing that our annual Golf Tournament is only four months away, our planning committee met for our first meeting on Jan. 22 at Western Allied Mechanical. The Sponsorships & Player costs will be the same as last year and a new Sponsorship & Player flyer is being prepared; look for it soon. Last year’s Sponsors will be given the first opportunity to renew their sponsorships, and then the opportunity will be opened to the rest of our Chapter Members by mid-February. If you want to renew your Sponsorship now, contact our Chapter Administrator Joy Dunn at admin@ifmasv.org. The Committee is planning some new fun contest this year and it’s rumored that the “Tiger Woods” holes will even be renamed.

Career Builder lists Facilities Management as one of the Top Occupations for Salary Growth

The International Facility Management Association’s LinkedIn Group reported in early January that according to a CareerBuilder article on MSN, Facilities Managers were projected to be among the top 20 occupations with the fastest growing salaries, coming in at #11. Annual salaries averaged nationally for Facilities Managers are projected to increase to $94,491, up from $89,262.

CBSalary.com lists the national average salary for a Facility Manager as $89,847 while in San Jose the average salary is $100,212. SalaryExpert.com’s average salary for Silicon Valley is $95,198. This data is consistent with the findings of our chapter’s 2009 Demographic Survey where the average annual salary reported by 76 of our chapter FMs was approximately $95,000. I also randomly looked at some actual facility manager job descriptions on several websites. Typical responsibilities listed for an FM were managing the operation, repair, maintenance and construction of facilities, equipment and grounds or something similar.

As expected, there was wide range in salaries based on geographic location or area of specialization required, such as in-depth knowledge of HVAC systems. Also, metropolitan areas had the highest salaries with some East Coast cities such as New York and Washington, DC listing salaries in the six figures. Non-urban or regional areas had job listings averaging $75,000 – $85,000 but I saw several around $40,000 (mostly in the South). In terms of experience, seven years was most often listed as minimum years of experience to command top salary while those with CFMs, LEED-AP or other designations fared even better.
A recent posting in the San Jose Mercury News spells good news for Bay area businesses and hopefully jobs. Scott Duke Harris reported that the Federal Government has awarded $260 Million in tax credits to local Cleantech manufacturers. An excerpt of the article follows:

Posted: 01/11/2010
Hundreds, perhaps thousands, of new cleantech jobs should be created in the Silicon Valley in the wake of the Obama administration's award of $2.3 billion in tax credits for manufacturing projects that both stimulate economic recovery and help curb greenhouse gas emissions. With the valley's jobless rate close to 12 percent, the announcement late Friday represents a jolt of financial adrenaline for the region and several specific companies. Valley firms were awarded $260 million in tax credits, or about 11 percent of the overall total.

MiaSole, a Santa Clara-based maker of solar photovoltaic cells based on thin-film technology, received among the nation's largest credits, totaling $101.7 million in two chunks. Other valley firms awarded sizeable credits for local projects included CaliSolar, Nanosolar, Stion and SunPower. MiaSole is expected to further ramp up its manufacturing facility in Santa Clara, which in 2009 doubled its workforce from 150 to 300 employees. The company offered few details Monday.

Nanosolar, which boasts of manufacturing "the world's most inexpensive solar panels," will be able to add 200 jobs in the expansion of its San Jose production facility as a result of its $43.4 million in awarded credits, said Brian Sager, the company's founder and vice president. The credits would also contribute to creation of potentially "thousands" of job downstream related to the sale, installation and maintenance of Nanosolar's utility-grade solar panels. "It's never easy to build a factory. It certainly required a lot of capital and time. This accelerates both," Sager said of the cleantech stimulus program. The tax credits "catalyze our production, which will immediately lead to more job creation — and those are jobs that cannot be outsourced."

The Obama administration said the program, called the Recovery Act Advanced Energy Manufacturing Tax Credits, would create "tens of thousands of high quality" jobs. The credits were awarded to a total of 183 cleantech manufacturing facilities in 43 states. The tax credit, which applies to investments in manufacturing projects, can be used as a conventional credit on a company's taxes or be converted through financial markets into cash. Sager, who authored Nanosolar's application for the program, said the Department of Energy required detailed information about job creation. "It was a very competitive process," he added.
FMP AND CFM SPOTLIGHT

In support of the 3E goals adopted by the chapter as captured eloquently in the theme, “Investing in Human Capital”, I am happy to continue the tradition of celebrating the accomplishments of those who completed their credentials as FMP and CFM though this corner “FMP and CFM Spotlight” of the Newsletter.

Started by our new President Ed Novak in 2007, the Spotlight will highlight those who did their due diligence in acquiring their credentials as a way to validate their professional standing in the FM community. The CFM credential sets the industry standard for ensuring knowledge and abilities of practicing facility managers. As reported by IFMA, there are 3100 facility managers from 32 countries that have achieved this recognition since the program was started in 1992. For those who are transitioning facility professionals who do not have the hands-on experience required to obtain the CFM can attend the FMP program, a springboard for obtaining the CFM certification.

For 2010, the Professional Development Committee has lined up a complete menu for completing the FMP program, to wit:

- Business of FM – February 11,12,18,19
- Operations and Maintenance – April 8 and 9
- Planning and Project Management – August 5 and 6
- Leadership and Management – November 4 and 5

In addition, two CFM Review Classes have been scheduled on June 3 -4 and September 9-10.

For this plenary issue, I am highlighting D’Anne Hauschel, CFM and Mark Esbraugh, CFM two of my classmates who passed the CFM exam last year.

D’Anne Hauschel, CFM

D’Anne is currently a Director at San Francisco Film Foundation and is seeking is seeking a facilities management position. In the recent past, she was a Transportation Program Manager and Construction & WPR Project Manager at Network Appliance, Facility Manager at Decru - a NetApp Company, Facility Manager at Prometheus and CBT Systems.

D’Anne has been a proactive facilities manager with over 15 years of administrative and management experience in high tech, property management, and construction industries. She listed accomplishments with cost controls, creative problem solving, relocation, expansion and renovation projects. Her outstanding strengths are customer service and focusing

Continued on pg. 19
Kevin specializes in providing integrated solutions to Silicon Valley companies with respect to their corporate real estate. In addition to Kevin’s passion for helping people and organizations succeed, he is known for adding value through his understanding and offering the full breadth and strength of Grubb & Ellis’s platform and resources. This includes; transaction services, property and facilities management, consulting services, lease administration, and investment management expertise through a broad range of real estate investment vehicles. Prior to joining Grubb & Ellis in 2008, Kevin worked for a number of leading electronics companies including Konica Minolta and Toshiba where he held various positions including General Manager and Regional Sales Manager.

Kevin is a licensed California Real Estate Broker and is a member of a number of Bay area professional organizations. He has been an active member of IFMA since 2005, volunteering in the membership and marketing committees. For the last 2 years, he has been the chair of the membership committee. He received his Bachelors of Business Administration in Human Resources from The School of Business and Public Management at The George Washington University in Washington, D.C. Kevin lives in Santa Clara with his wife Maria.

Judi Sayler has more than 20 years experience as a business development professional with firms involved with the design, construction and operation of commercial facilities. Having worked with architects, engineers, construction managers and general contractors, she has a long history of committee involvement in aligned professional organizations including the AIA Santa Clara Valley Chapter, past Director of the Board of American Public Works Association South Bay Chapter and Past President of the San Francisco Chapter of the Society for Marketing Professional Services.

She is currently active in IFMA Silicon Valley’s Professional Development Committee, the Building Management Association Silicon Valley Chapter and serves as Vice Chair of the Programs Committee for the U.S. Green Building Council Silicon Valley Branch. Sayler is a LEED accredited professional and certified marketing professional and is owner of Marketing Spheres. She holds a BA in Social Work from the University of Idaho (was a former State Probation and Parole Officer) and a MA in Anthropology from San Francisco State University with a secret desire to be Indiana Jones, volunteering to do archaeology in Kenya, Israel, and Guatemala and California on ancient sites.
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- Buyers
- Facilities Managers,
- Property Managers,
- Project Managers,
- Corporate Real Estate Executive
- Architects

Endorsed by Cal IFMA, AFE and BO MA Organizations.
## 2010 PROGRAM CALENDAR

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>TYPE OF EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 27</td>
<td>Be Yourself: Everyone Else is Already Taken</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>February 10</td>
<td>Marketing Facilities Management</td>
<td>FM Roundtable Luncheon</td>
</tr>
<tr>
<td>Feb. 11, 12, 18 &amp; 19</td>
<td>The Business of Facilities Management</td>
<td>FMP Class</td>
</tr>
<tr>
<td>February 24</td>
<td>Facilities Frontier</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>March 10</td>
<td>Political Influence</td>
<td>FM Roundtable Luncheon</td>
</tr>
<tr>
<td>March 24</td>
<td>The State of Silicon Valley</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>April 8 &amp; 9</td>
<td>Operations and Maintenance</td>
<td>FMP Class</td>
</tr>
<tr>
<td>April 14</td>
<td>Change Management</td>
<td>FM Roundtable Luncheon</td>
</tr>
<tr>
<td>April 24</td>
<td>Rebuilding Together</td>
<td>Community Outreach</td>
</tr>
<tr>
<td>April 28</td>
<td>The Diverse Workforce</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>May 12</td>
<td>Collaboration Tools</td>
<td>FM Roundtable Luncheon</td>
</tr>
<tr>
<td>May 21</td>
<td>Golf Tournament</td>
<td>Special Event</td>
</tr>
<tr>
<td>May 26</td>
<td>“C Level” View of Facilities Management</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>June 3 &amp; 4</td>
<td>CFM Exam Review Class</td>
<td>CFM Review Class</td>
</tr>
<tr>
<td>June 9</td>
<td>Lead Not Manage</td>
<td>FM Roundtable Luncheon</td>
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<tr>
<td>June 23</td>
<td>Who is Next? - Succession Planning</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>July 14</td>
<td>The Value of Certification</td>
<td>FM Roundtable Luncheon</td>
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<tr>
<td>July</td>
<td>Annual Membership Mixer</td>
<td>Special Event</td>
</tr>
<tr>
<td>August 5 &amp; 6</td>
<td>Planning and Project Management</td>
<td>FMP Class</td>
</tr>
<tr>
<td>September 9 &amp; 10</td>
<td>CFM Exam Review Class</td>
<td>CFM Review Class</td>
</tr>
<tr>
<td>September 22</td>
<td>Our Planet</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>October 13</td>
<td>Workplace Violence</td>
<td>FM Roundtable Luncheon</td>
</tr>
<tr>
<td>October 20</td>
<td>Future Trends in Facilities Management</td>
<td>Chapter Meeting</td>
</tr>
<tr>
<td>October 27-29</td>
<td>World Workplace</td>
<td>Special Event</td>
</tr>
<tr>
<td>November 4 &amp; 5</td>
<td>Leadership and Management</td>
<td>FMP Class</td>
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<tr>
<td>November 10</td>
<td>Safety in the Workplace</td>
<td>FM Roundtable Luncheon</td>
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<tr>
<td>November</td>
<td>Vendor Fair</td>
<td>Special Event</td>
</tr>
<tr>
<td>December</td>
<td>Holiday Party</td>
<td>Special Event</td>
</tr>
</tbody>
</table>

Visit us at www.ifmasv.org to register for these events and to learn more about our programs for the year.
D’Anne Hauschel CFM

on corporate goals. She is a highly flexible manager who works well with changing environments or priorities to execute processes and projects efficiently. She specializes in strategic facilities management, budget controls, customer service, efficient operating practices, construction project management, and alternate commute program management.

Mark Eshbaugh CFM

Mark is a seasoned Facilities Manager with over 13 years experience as a Facility Manager at Affymetrix and three years as Facilities Supervisor at Affymax Research Institute. As a Facilities Manager at Affymetrix, he provided leadership and oversight of all aspects of daily facilities operations for all Bay Area locations including corporate headquarters. He excelled in first class customer service and set standards directing facilities support activities at multiple sites.

He ensured consistent execution of company goals and objectives and maintained corporate-directed and department performance standards. He directed facilities staff to perform all aspects of facilities functions including building maintenance, physical security, HVAC systems, food service and maintenance of critical systems unique to the facility. Mark is currently seeking more challenging assignments in the facility management field.

Silicon Valley Cleantech

Continued from pg. 12

"This is exactly the type of investment that can put people back to work and kick-start our economy," said San Jose Mayor Chuck Reed, who has been an enthusiastic proponent of cleantech jobs for his city.

The tax credits, federal officials said, were awarded on a competitive basis, with more than $8 billion sought by applicants. Projects were judged according to commercial viability, domestic job creation, technological innovation, speed to project completion, and potential for reducing air pollution and greenhouse gas emissions. The tax credits are valid through 2014, but federal authorities said they expect 30 percent to be used in 2010.

Facilities within Silicon Valley that received tax credits are:

<table>
<thead>
<tr>
<th>Facility</th>
<th>Amount (USD)</th>
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</thead>
<tbody>
<tr>
<td>MiaSole</td>
<td>$101.7 million</td>
</tr>
<tr>
<td>CaliSolar</td>
<td>$51.5 million</td>
</tr>
<tr>
<td>Nanosolar</td>
<td>$43.4 million</td>
</tr>
<tr>
<td>Stion</td>
<td>$37.5 million</td>
</tr>
<tr>
<td>SunPower</td>
<td>$10.8 million</td>
</tr>
</tbody>
</table>

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This bi-monthly color publication is produced for circulation in February, April, June, August, October and December. Submissions are due two weeks before the end of the month preceding the publication month and should be sent to Deepa Dhar, deepa@folioarchitects.com

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