The Voice
Of Silicon Valley Facility Management
November-December, 2010

Leadership in Facility and Project Management

Future Trends in Facility Management

Safety in the Workplace

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**Coming Events**

January 12  Diversity: Scholarship & Mentorship Program Kick-Off/Orientation
January 19  Chapter Meeting
Dreamers Create the Future
February 9  FM Roundtable
Develop Your Path
February 10-11  FMP Class
Leadership and Strategy Essentials
As we near the end of 2010, my time as your chapter president will soon be over. 2010 has been a very good year for me and our chapter. Some of the highlights from the past year for me include:

- Getting our new website developed and on-line
- The amazing Diversity Block Party
- Holding our membership levels around 500 while the recession continues
- Starting our new press release program with 9 press releases this year
- Participating in IFMA’s Advocacy Day in September
- Participating in Rebuilding Together both Saturdays
- Meeting all our hole sponsors during the golf tournament
- Leading the chapter meetings and seeing the great job that PDC did to organize them as well as lead the FM Round Table meetings
- Seeing the improvements that Deepa has made to *The Voice* after she succeeded me as editor
- And last, but not least, attending World Workplace in Atlanta this year where our chapter received the Award of Excellence for Web Communications. This means that the Herculean effort lead by Renato O’Neal in the first quarter of 2010 was recognized by the IFMA community as delivering the best new new chapter website in 2010.

But that was last year, let’s focus on next year. In my previous message I told you about the activities that we need to complete before the end of the year. I am pleased to report that we are tracking on all tasks and I believe that 2011 will be an even better year for our chapter.

1. Hold the Board Officer election and fill the remaining board positions - IN PROCESS. The 2011 chapter officers have been elected and the remaining board positions will be announced soon:

   - Larry Morgan, President
   - Claudia Folzman, Vice President
   - Jeremy Goodland, Treasurer
   - Judith Sayler, Secretary
With Leadership as a fitting theme for the closure to 2010 and a new beginning for 2011, we talked to some seasoned, highly experienced professionals in the facility management field to seek some sound advice on effective project management and facility operations.

Ashok Singh, project manager at Stanford, with extensive experience in complex projects around the world, offered some essential, simple to follow guidelines for effective project management in our headline article this month. Next month, we will talk to other senior members of the profession on fundamental essentials of operations management and bring you their thoughts.

We appreciate the help of several dedicated members - among them Anne Merrill, Melody Spradlin, Morgan Cooper, Nicole Miller and Raffy Espiritu - who have not only organized but also provided coverage on several events the last few months – thank you! I am always looking for articles on new and interesting industry news or developments to share with our membership, and I would encourage others to send in articles of interest for publication.

With the general doom and gloom surrounding us, I hope 2010 at the end turned out better than how it had started. I wish you all a stronger and happier 2011!

Best wishes for the New Year!
Chapter Wins Award of Excellence for New Website at World Workplace

I am pleased to announce that on October 29 at World Workplace in Atlanta, Renato O’Neal received the Award of Excellence on behalf of our chapter for Excellence in Web Communications.

A year ago, I communicated a vision to chapter leaders and to our members for a new chapter website. Our former website was developed nearly 10 years ago, and had become outdated and cumbersome to update. In fact most of our former website required an HTML programmer from outside our membership to update.

The goals for the new website were to:

Provide our members with effective means to find out about upcoming chapter events and provide them with an efficient way to register for them

Provide our members with current relevant information about our chapter, including current news, exciting events and educational opportunities

Not only tell potential members about the benefits of membership, but design the look and feel of the website - from its large-size flashing pictures of our leaders to its intuitive navigation - should impart a feeling of wanting to belong - attending our events and ultimately joining and even volunteering for one of our many committees.

At our annual Strategic Planning session in December 2009, we approved a new Measure on our Balanced Scorecard: Develop a new website. This measure was approved with a target goal to have the new site up and operational by the end of April 2010. This Measure supports the Third Strategic Initiative of our Balanced Scorecard: “Magnify the importance of facility management within the mainstream community and beyond”. A modest budget of approximately $8,000 was approved by the Board in the chapter’s 2010 budget in early February to develop our new website. (Our fiscal year is aligned with the calendar year). Now we had to figure out how to accomplish this important task within 90 days.

During the first Marketing Committee meeting of 2010 the committee accepted the challenge of developing and implementing a new chapter website. During the first quarter of 2010, Renato O’Neal and Morgan Cooper, Marketing Committee Chair, led this cross-committee project by first developing the scope of work for the new website (which included input from all the chapter’s committees) so that we could obtain bids for outside firms to help.

Continued on pg. 15
Leadership in Facility and Project Management

Leadership, simply explained, is the ‘ability to lead’. What that word denotes realistically is unexpressed by this simple definition. I believe more of us notice its absence more easily than its presence. Often indiscernible, it is the one critical quality that is instrumental in harnessing a team’s best abilities and driving collective processes forward towards the final goal, efficiently and successfully. A critical management skill, it is the ability to motivate a group of people toward a common goal. A leader is a person who has the vision, the drive and the commitment to achieve that vision, and the skills to make it happen.

Facilities Management is a broad based profession, encompassing several areas and specialties, but can be broadly subdivided into 3 main categories – Operations, Capital Projects and Real Estate Management. Goals are shared and each supports the other, however, each presents a different challenge and demands a varied skill set in providing leadership for success.

Project Management

A capital project has several team members, each of who contributes to the collective whole. A typical project would have an Owner’s project manager, the architect, team of engineers, specialty consultants during the design phase and the general contractor and his sub contractors added to the team (or sometimes sooner) during the design phase. While each in his own domain assumes the role of leader for their specific role, it is the Owner’s project manager who is entrusted with being the leader of the project in its entirety.

With larger projects or ones that have several stakeholders, the role of an effective project manager becomes more challenging and critical. University environments, which cater to the needs of the best talent in academic research, present a unique set of opportunities and challenges to address. We spoke to Ashok Singh, Project Manager at the Department of Project Management, Stanford University, with several effective projects in his career, for his insight on successful project management. The following are excerpts of our conversation with him:

The first step during project inception, is to understand the driving force and realities of the project. Users demand the best but this may be in conflict with what Finance may be willing to support. In University environments, often the Users are the principal investigators, who with their credentials are able to solicit and secure grants to support their research. It is only natural for them to ask for everything they think they need to excel in their research area. Understanding personalities and steering towards the project goals is essential to delivering a successful project.
Often, this is the first time a particular User group is involved in a project. Taking a project from a definition of need, to a conceptual design, funding approval and construction to final realization can be a long process and something a User is unprepared for. A good project manager will educate the User group about the process early on. There are many unknowns along the way – existing conditions, plan check reviews etc and budgets and schedules have to be managed closely. It is imperative that the Users’ expectations are managed as well. A User, who has been educated about the process, will be more understanding and accommodating as the project progresses.

The project manager has to assemble the project, design and construction team that will support him/her in the success of the project. A knowledgeable project manager, who is well versed in all aspects of the project, will be able to assess the specific needs a project demands and select the best architect, engineer and contractor to support the project.

However managing the team of Architects, Engineers and owners representative is the job of owner’s project manager. A good project manager with leadership skills plays a key part during this stage, keeping in mind that delays in submitting for permit will delay the project, causing a snow ball effect of delays.

Unique to a University research environment is defining a project scope and basis of design for supporting undefined, evolving research needs. As researchers develop new equipment or processes, they are still exploring diverse methods of development and it is a challenging exercise to be able to pin down a definite set of requirements. Often certain things are not yet considered by the Users. An able architect, with the ability to ask relevant questions that elicit thought and consideration by the Users, is helpful in ensuring major elements have not been overlooked.

Ashok likens successful project management to steering a ship through all kinds of waters, along the most logical path possible, to its final destination. Leadership would establish a clear definition of roles and responsibilities discourage the blame game and inculcate a spirit of cooperation and team work in the project team. Keeping the lines of communication open throughout the process will facilitate resolution of issues as they arise and make management of budget and schedule successful.

Ashok warned of some typical pitfalls of poor project management:

**Undefined goals:** When goals are not clearly identified, it is impossible for the team to meet them. And, since upper management cannot agree to or support undefined goals, the project in question has little chance of succeeding. The project manager must ask the right questions to establish and communicate clear goals from the outset.

**Scope changes:** The problem starts when project management allows the project’s scope to extend beyond its original objectives. Certainly, scope changes are to be expected to a certain degree, but managing the extent of changes and correlating the consequent impact to budget and schedule for all stakeholders to understand, is the hallmark of good management.

**Poor communication:** Project managers provide direction at every step of the project, so each team leader knows what’s expected. Effective communication between everyone involved in the project is crucial to its successful completion. Good project managers keep communication and feedback flowing.

**Impossible deadlines:** Setting realistic goals with an understanding of what is at task will set the project up for success, not failure. Aggressive schedules demand equivalent support and lacking that, can spell disaster. Ashok clearly states that project manager has to understand permitting process of different agencies and their permitting timeline. Owners, project manager, while developing base line schedule needs to consider different permitting periods and incorporate it in the base line schedule. Ashok stated permitting period comes as a surprise to many users and is important that users are educated and informed, the time and process as the base line schedule for the project is developed and established. Ashok considers it a very important part of the project apart from cost as he believes researchers have a time line and goal and it is his job as an owner’s project manager to facilitate the needs of the researcher which means clearly defining the time when the facility can be used. Once the project scope is developed, keeping a focus on budget and schedule is paramount.

Strong leadership in project management has become the crucial factor that determines the success of any project. In times as these, where there is greater scrutiny and a higher demand for the best value, it has evolved into pivotal role in the success of a project and organization.

*This is part 1 of a 3 part article on effective leadership. In the next issue we will focus on leadership in Operations management.*
The November Round Table, Safety in the Workplace, started with a chilling video about 911 emergency calls where disgruntled employees returned to work with violent outcomes. The message is clear: Facility Managers need to understand how their role and decisions, everything from building design and layout to security, positively or negatively impacts the safety of their workforce. Candice Tai, CEO of Infortal Worldwide, presented strategies, responses, avoidance and case studies to help facility managers understand how to deal with situations that may be triggered by a current or former disgruntled employee.

The most important message is that there are always warning signs. Unfortunately, most times the warning signs are missed or ignored. On a laundry list of potential warning signs, Candice says to be on the lookout for people who exhibit the following traits:

- Loner, socially self-isolating
- History of violence
- Sympathizes with known acts of violence
- Uses direct or indirect threatening statements
- Makes bizarre statement or behaviors
- Harbors rage or resentment
- Blames others for their situation/performance
- Indications of new or increased stress
- Fascination with weapons, bombs, etc.
- Low self-esteem, depression, anxiety
- Easily agitated
- Obsessive/compulsive behaviors
- Off prescribed medication

The Facility Manager’s role in creating a safe work environment starts with having a Crisis Management Plan. If you are in the middle of a crisis, says Candice, and have not planned an appropriate response, it is too late. A Crisis Management Plan starts with putting together a first response team that has been properly trained and can take control of the situation immediately. This team usually consists of senior staff and is often headed by the CFO. It should outline a zero tolerance policy for violence and threats, have an emergency plan and include press/media relations. The policy should be reviewed annually and the team trained on proper execution of the plan.

In the event that a potentially threatening employee is terminated, Facility Managers are responsible for notifying front desk staff and security personnel, deactivating badges, and interacting with law enforcement if needed. Certain circumstances dictate that a Temporary Restraining Order is needed but other times this might exacerbate the situation. Guidance and assessment by a firm that specializes in these responses can help you make the correct decision. One of the best diffusion technique uses that can be utilized is a generous severance package. This sends the employee in question a message that the company still cares about them and may allay any anger that the subject is harboring. Disgruntled employees can return more than two years after they are terminated, so it is also a good idea to proactively communicate with these employees even after a severance package has been accepted.

If you would like a soft copy of the slides, would like the handout, or have questions about the topic please contact Candice Tai at ctai@infortal.com or 408.298.9700.
Enhanced FMP Credential Program

January 1, 2011 is the kick off date for the enhanced IFMA’s Facility Management Professional (FMP) Program. FMP, as described by IFMA, is a knowledge-based credential that will help to accelerate an FM’s transition into the profession. By earning your FMP credential, you will improve your knowledge, enhance your skills, and gain immediate credibility with employers, clients and peers.

What are the key improvements under this enhanced program?

1. Printed materials have been updated to align with the results of the most recent IFMA global job task analysis relative to the four core courses, namely:
   - Operations and Maintenance
   - Project Management
   - Finance and Business Essentials
   - Leadership and Strategy Essentials

   IFMA also reported that the topics are now presented in a concise, easy-to-understand format.

2. More study tools in support of specific courses are part of the new program. IFMA is now providing interactive online study tools and quizzes to assist in drilling down the key concepts.

Interactive online study tools include:
   - Essentials of FM - an introductory overview of the FM industry.
   - A pre-test for each course to assess initial knowledge and guide studies.
   - Course-specific quizzes to measure comprehension and ability to apply concepts.
   - Immediate feedback and correct-answer rationales on all quizzes.
   - Case studies for real-world application.
   - e-Flashcards and glossary for review of key terms and definitions.
   - Resource Center for additional educational tools.
   - Progress report to track activities and scores.

3. FMP final assessments are now mandated that include the following:
   - A 50-question online FMP final assessment follows each course.
   - Assessments are included in the online study tools and can be completed when and where your schedule allows.
   - Successful completion of all four final assessments qualifies candidates for the FMP credential.
   - FMP application and fee must be submitted to IFMA to earn the FMP credential.

Continued on pg. 10
IMPORTANT NOTICE: FMP® Extension Granted

IFMA is now providing more time to students who need to complete the FMP. IFMA has recommended that all students who are in the process of earning their FMP under the previous model complete their course requirements before Dec. 31, 2010.

However—we understand that during this time of year, it’s easy to fall behind. IFMA is granting current FMP students the early holiday gift of time! Those who began the FMP program prior to September 2010 now have until March 31, 2011, to complete their FMP courses and application.

Note: After Dec. 31, 2010, FMP courses under the previous model will ONLY be available online. By this time, students should have already purchased any remaining courses. Please encourage council and chapter members who are in the process of completing their FMP to purchase online courses now if they have not already done so.

For more information, please contact the IFMA education department at 713-623-4362, or e-mail education@ifma.org

2011 IFMA SV FMP Training Schedule

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<td>Leadership and Strategy Essentials (FMP)</td>
</tr>
<tr>
<td>March 17-18</td>
<td>Sustainability Certificate</td>
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<td>April 7-8</td>
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<td>June 9-10</td>
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<td>September 8-9</td>
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</tr>
<tr>
<td>November 3-4</td>
<td>Project Management (FMP)</td>
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Save the Date
January 19, 2011

Chapter Kick-Off Meeting

Mark your calendar now for this amazing event featuring the IFMA Foundation president, Stephen Ballesty, MBA, CFM, MRICS, GAIQS, ICECA. Stephen is the Sydney based Director and Head of Advisory for global professional services group, Rider Levett Bucknall. He is an RICS Chartered FM Surveyor and was FMA Australia’s national member of the year in 2007 and the first recipient of IFMA’s Certified Facility Manager (CFM) designation in 2008.

Stephen joined the Board of the IFMA Foundation in 2007, and in July 2010 was elected their global Chairman.

He is also a Past Chairman of the Facility Management Association of Australia, former Deputy Chairman of the Australian Government’s FM Action Agenda and the co-author of the “Managing the Built Environment” series (2005-2008) and the award winning “FM as a Business Enabler” (2007).

In 2008 he created the “Rock the Foundation Tour” initiative to raise the IFMA Foundation’s international profile and fundraise in tough times.

VIP Reception will be held prior to the chapter meeting.
A sell-out crowd is expected, so register early!
The Board of Directors of the Silicon Valley Chapter of IFMA would like to thank our Annual Sponsors for their generous contributions.

These companies helped make 2010 another successful year for our chapter—THANK YOU!!!

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- Caledonian Building Services
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- GCA Services Group
- Eco-Systems Landscape Solutions
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- Herman Miller
- In2Change
- ISS Facility Services
- IST Management Services, Inc.
- Linc Lighting & Electrical
- Reliable Concepts
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Future Trends in FM: Program Highlights

On Wednesday, October 20th, IFMA hosted panelists Tom Lighthouse of VFMC, Bob Kraiss of Adaptec, Scott Ekman of Teletrips, Jim Kelly of JDSU, and Kevin Schaeffer of Gensler. Moderators included Melody Spradlin of Dome Construction and Anne Merrill of Stanford Hospital. Two videos were shown (“The Art of Coordination,” and “Strategic Managing for Change”), and panelists were asked questions pertaining to each. Here are some highlights:

Tom Lighthouse spoke on what he calls “Caveman FM,” or the fact that some things haven’t changed over time. “We still need warmth, a roof, security,” he says. “In FM, we still deal with the human element and that very element complains that it’s too hot or too cold, that there is not enough storage, that the cubical/office/work space is too small, and on and on.”

Bob Kraiss believes that marketing, finance and information technology skills are required for a facilities manager to be successful today. He notes, “It is essential that FMs make sure their bosses understand the value they provide, relate their strategic plans to earnings per share and understand technology and how it impacts the operations of facility.”

Kevin Schaeffer commented on how workplaces should support tasks, not titles. Trends that he sees with facilities design include more common space and less hard wall offices. Other topics at the event included sustainability trends and the impact of technological advances and a distributed workforce.

Scott Ekman emphasized the change in a Facility Manager’s role as the industry moves towards offsite work arrangements. He posed the question, “What is the role of a Facility Manager if there aren’t facilities?”

Jim Kelly recalled the initial challenges for him to move from his tactical FM role to a more strategic role interacting with The C-suite, relating FM recommendations to the CFO and an increased emphasis on people leadership and mentoring abilities. He encouraged the audience to take advantage of training programs to expand their knowledge base.
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NEW ADVOCACY COMMITTEE TO BE FORMED IN 2011
VOLUNTEERS NEEDED

Proposed Advocacy Strategic Initiative for 2011:

To provide our members with timely, current updates on federal, state & local government activities and legislations as it relates to the FM profession and have the opportunity for our chapter to participate in the advocacy process.

MEASURES

1. Form a committee and get funds approved for the 2011 budget by December 2010 and meet at least 6 times in 2011. Determine who will become committee chair in late 2011 or in 2012.

2. Monitor and report (on at least a quarterly basis via the chapter newsletter & website) new legislative activities that affect the FM profession.

3. Interact with other IFMA chapters and councils as well as IFMA HQ, to plan and participate in “Advocacy Day” type activities. Consider forming or joining a California Advocacy group with other California chapters that can share information about possible upcoming California legislation and possibly plan and participate in a California FM Advocacy Day in 2011.

2. Update, print and distribute the annual “programs and the sponsorship brochure” – COMPLETE: you can find a copy on our website.

3. Recruit next year’s Metal and Sustaining sponsors – IN PROCESS. Dome Construction announced that they will sign up again as the chapter’s premium sponsor, Platinum – thank you Dome Construction. As of mid November, we still had Gold, Silver & Sustaining sponsorships available – please check with Joy Dunn, chapter administrator, for sponsorship availability.

4. Involve committee heads in the budget planning for their respective committees to assist in developing the master budget for next year – IN PROCESS. Over 20 chapter members attended our annual strategic planning meeting on November 15. Incoming chapter VP, Claudia Folzman, will be gathering the Balance Scorecard updates from each group and developing next year’s scorecard. A couple of strategic initiatives will likely be merged (Operational Excellence & Association Relations, under Claudia and Membership, Marketing & Communication under returning board member Kevin Klink. I proposed the creation of a new strategic initiative, Advocacy, to build on my initial works for the chapter in this area this year. See below for more details.

5. Identify committee heads and strategic initiative owners as part of our balanced scorecard (succession planning). Review our performance on the balanced scorecard for 2010 with each owner reporting progress on their initiative and, working with their committees, develop targets and goals for next year – IN PROCESS. Related to Item 4 above.

6. Hold the annual strategic planning event, which is open to all chapter members - COMPLETE

7. Identify volunteer gaps and fill them – IN PROCESS. Several chapter members took advantage of the annual strategic planning session to help them to decide where they could best help our chapter. Don’t worry, there are and will be plenty of volunteer opportunities for 2011. A new process and “volunteer coordinator” will be announced soon.

8. Thank and recognize our chapter sponsors and volunteers for the tremendous support that they provided to us in the past year – IN PROCESS. We honored our 2010 sponsors at the September and October chapter meetings, but can we ever thank enough all those who make this such a great chapter?

Thank you for being a sponsor in 2010; thank you for your volunteer efforts in 2010 to enable our chapter to provide the programs and events that our members want; and thank you, our members, for choosing the Silicon Valley chapter of IFMA as an association that you want to be a part of.

Thank you for making my year as chapter president successful and enjoyable.
Tapping into chapter member Renato O’Neal’s computer science training and experience with website development, he was able to lead us to a website development company that he worked with previously who could assist us and work within our budget (a website such as ours normally would cost around $30,000). That was in late February: less than two months later, with help from numerous chapter members, across all committees, we were able to write and edit 39 new web pages and get the site up and running without any down-time or loss of functionality from the previous site.

New features of the website include an expanded chapter communication tool, automated event registration, job and resume posting capabilities and expanded volunteer posting tools. In addition, all site content and images were produced by chapter members and the chapter is able to maintain the site without outside help, unlike the previous version. We believe that we met or exceeded all of our goals and raised the bar for other chapter websites.
Member Anniversaries/Achievements

Congratulations to the following members who are celebrating significant anniversaries as members of IFMA Silicon Valley.

15 Years

Donald P. Intersimone
Director, Facilities & Planning
Stanford University

Edward M. Novak, CFM
Sr. International Operations Manager
Johnson Controls

10 Years

Norman K. Chung
Director of Operations
Success Skills

Lee Hagan, CFM
Operations Director
City of Santa Clara

Connie R. Lobst
Facilities Manager
Anritsu

Raffy Espiritu, FMP
President
Clean Innovation

Michael O’Farrell, CFM
Senior Manager, Real Estate and Site Services
Palm, Inc.

Paul Gillick
Manager, Design & Construction
LifeScan, Inc. a Johnson & Johnson Company

Congratulations to the following IFMA-SV members who received their CFM designations in 2010:

Leland Lee
Aaron Kovach
Sr. Mgr. of Planning, Design and Construction
Infinera

Paul Gillick
Manager, Design & Construction
LifeScan, Inc.

Jerrylyn Romano
Facility Manager
Grubb & Ellis Management Svcs. Inc.

Steven Heidger

Congratulations to the following IFMA-SV members who received their FMP designations in 2010:

Mark Medina
Maintenance Manager
Medimmune
January 13, 2010

Edward Olson
Facility Manager
Stion Company

Jason Estacio
Assistant Director, Facilities & Operations
Stanford Law School

Jerrylyn Romano
Facility Manager
Grubb & Ellis Mgmt. Services Inc.

Gary Silva
Manager, Workplace & Corporate Services
Logitech

Antonio Labell
Building Site Manager
Oracle Corporation

Ryan Inlow
Facilities Supervisor
Central Coast Alliance for Health

Continued on sidebar
Making the EPA’s ENERGY STAR Program Work for You

Brian Dawson

The Environmental Protection Agency’s (EPA) ENERGY STAR program is a great way for building managers to save money while helping to protect the environment. The program encourages the adoption of energy-efficient products to measure current energy performance. ENERGY STAR-certified buildings receive significant tax benefits, and typically increase in value by an average of 16 percent – not to mention that certification makes a statement about the building owner’s and/or manager’s support for environmentally friendly facilities.

Unfortunately, gathering data for ENERGY STAR certification can be a lengthy and difficult procedure. The process of collecting, submitting and validating energy usage data can quickly turn into an administrative headache, particularly for multi-tenant commercial buildings.

That’s where software management tools can help. Such tools facilitate the submission of building-wide energy usage data to the ENERGY STAR program, and they can radically simplify the process of categorizing, analyzing, managing and submitting energy usage data.

Building managers should look for software that connects back-end utility data systems with ENERGY STAR’s online Portfolio Manager, and provides automated submission of energy usage reports to comply with the EPA’s monthly reporting requirements. Usability is also important, so features such as dashboard interfaces and ease of deployment are key. Software tools should also include the ability to:

- protect confidential customer data,
- quantify the impact of energy efficiency projects on energy usage, and
- provide automated access to building-wide energy usage data.
For years I have worked very closely with Julie O’Loughlin sharing in her ongoing vision to incorporate diversity into our sometimes viewed as homogeneous world of FM. Through the years she has worked diligently to infuse diversity into everything we do - from events to presentations, from our Fenwick world to our IFMA world, it has been an ever-focused effort to widen not only our horizons and the horizons of our colleagues, but also to broaden the outlooks of what will be our next generation.

One of the first opportunities I had to work with Julie on one of her diversity-focused initiatives was back in 2008 during the selection process for the IFMA Foundation scholarship awardees for the year. The IFMA Foundation believes, “the future of the profession is heavily dependent upon those preparing to enter the field of facility management, and supporting deserving students’ helps to ensure the quality of the built environment in the changing world.” Through the IFMA Foundation’s rigorous selection process of reviewing application after qualified application, Julie trained me to find the diverse qualities amongst the applicants and take the vision for the future of the industry to the next level. From 2005-2009, the recipient from the Silicon Valley Chapter was one of the few applying females for the scholarship who presented diverse backgrounds and goals for the future across the board.

Because I was unable to make it to IFMA’s World Workplace this year to meet our 2010 recipient personally, I reached out to this year’s IFMA Silicon Valley award winner, Rick Krause, to get to know him a little better. Selected because of his documented commitment to the industry and unique views of the FM of the future, Rick is diverse in a non-traditional way; he is diverse because he thinks diverse! Here is Rick’s firsthand account of his experiences from the conference:

Hi Morgan!

I thought I’d give a little background to the IFMA scholarship application process and then tell you about my times at the ceremony with Julie.

The process started in about January of this year while I was in school. We had a meeting to discuss the IFMA Foundation Scholarships and what was needed in order to apply. The application package needed to include: a reference letter, academic grades, professional letter of intent, and lists of accomplishments, goals, and facilities related activities. I submitted my package to IFMA in about the middle of May in hopes of receiving a scholarship. While on a trip to California at the end of July, I received an email from the head of the IFMA Foundation saying that I had been awarded a $1,500 Scholarship from the Silicon Valley Chapter of IFMA!
I found it ironic that I was actually in California when I heard that I received it! I was so grateful to the Silicon Valley chapter and was very excited to meet many of them on my upcoming trip to Atlanta.

Months flew by and eventually it became the last week of October and a group of students from my school (Conestoga College in Kitchener, Ontario, Canada) who were all scholarship winners, took the long flight down to Atlanta, GA for IFMA’s World Workplace event. Before the flight I was sure to do some research about the organization that had generously sponsored me. I looked at the IFMA-SV chapter website and got to know their core values and was interested in learning why they picked me to sponsor.

The World Workplace event is a huge gala and expo with over 4500 attendees seemed a little overwhelming at first but after networking with a lot of professionals and speaking to many others, I felt more at home with everyone. Thursday night was our big ceremony as the 33 scholarship winners were honored by the foundation. There I met my wonderful sponsor Julie who led me up on stage to receive the award and the all important check. She had a very friendly sense about her and immediately we talked about our respective backgrounds and even talked a bit about sustainability! After the ceremony she graciously introduced me to some key members of her IFMA chapter who were all very congratulatory and spoke highly of me which made me feel welcomed; even for someone who had only just met them. We met up again later in the evening and I was curious as to why they selected me out of the other 99 applicants. Julie commented on my writing skills as well that I "bucked the trend" as for the past 3 or 4 scholarships she had selected a woman recipient; chalk one up for the men!

I really appreciate how welcomed and honored I felt at World Workplace. Being my first FM event outside of Canada, I was a little apprehensive about attending and meeting everyone for the first time. Julie along with the other members of the IFMA Silicon Valley Chapter made life a lot easier on me and I felt important and like I belonged there. It was a long flight back to the freezer that is Canada, but I was happy knowing I left a mark in Atlanta and networked to a lot of people, professionals, and companies.

So thanks again to Julie and everyone at the IFMA Foundation and IFMA-SV for sponsoring a budding facility manager so far away from the heat and technology that is Silicon Valley. I really appreciate it and your $1,500 will be well spent of course.

- Rick Krause

Rick is right, he does “buck the trend” for our chapter’s IFMA Foundation scholarship awardees of recent, but what Rick does not know is that he fits in perfectly with some of the new innovative endeavors the chapter is going after including our own Diversity: Scholarship & Mentoring Programs as well as efforts within the UC, CSU, and Community College system to promote FM degree programs. The Chapter hosted Dr. Allan Hauck, Department Head of Construction Management at Cal-Poly at World Workplace this year, who is working diligently with the Committee to create a Facility Management Degree there. Cal Poly has already become validated with the IFMA Foundation so that next year we can select a West Coast applicant from Cal Poly’s Construction Management degree program as are chapter’s award winner! In addition, The Diversity: Scholarship & Mentoring Program that is set to officially launch on January 12, 2011, is geared specifically to both fostering young talents like Rick as well as developing diverse youths in need of the resources to become successful in the industry, like we are sure Rick will be!

We are looking forward to seeing Rick’s awesome career take flight in the very near future, and with our ongoing and growing commitments to the future stars of FM, it will be alongside the careers of many more!
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**2011 Chapter Membership Directory**

**Reminder!** The Silicon Valley Chapter of IFMA will publish its 2011 Membership Directory in the first Quarter next year.

Please update your member profile at IFMA Headquarters (the official repository of IFMA membership information) to make sure that your listing is correct. To update/check your membership profile, go to www.ifma.org. Click on 'login' at the very top of the homepage. After that you will have a prompt to ‘manage’ your profile.

**Deadline for updates is January 31, 2011.**

The Directory is the most popular document published by the Chapter. Members use the Directory frequently throughout the year to locate other members and to gain access to resources, services, and products. You can advertise in the Membership Directory and gain recognition throughout the year.

<table>
<thead>
<tr>
<th>Ad Type</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inside Front Cover (full page color)</td>
<td>$1,200</td>
</tr>
<tr>
<td>Inside Back Cover (full page color)</td>
<td>$1,000</td>
</tr>
<tr>
<td>Tab dividers (full page color), front or back</td>
<td>$  750 (5 available)</td>
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<tr>
<td>Section dividers (full page color), after tab, front or back</td>
<td>$  650 (10 available)</td>
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<tr>
<td>Full page color ads, interspersed in Listings by Category</td>
<td>$  550 (8 available)</td>
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<tr>
<td>Green Pages, half page (b&amp;w) in the Green Resources listings</td>
<td>$  400 (8 available)</td>
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<tr>
<td>Green Pages, full page (full color)</td>
<td>$  550 (2 available)</td>
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<tr>
<td>Green Pages, half page (full color)</td>
<td>$  400 (8 available)</td>
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<tr>
<td>Green Pages, business card (full color)</td>
<td>$  250</td>
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</tbody>
</table>

*Contact admin@ifmasv.org for further details on advertising in the directory.*
Silicon Valley has one of the most active and successful IFMA chapters in the world. The monthly meetings expose members to an extensive network within their profession, while the training classes and lectures are directed toward improving the member’s skills. The Facility Management profession changes dramatically year-to-year, demanding more and more from facility professionals. Silicon Valley Chapter of IFMA strives to provide educational and networking opportunities for the industry.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>TYPE OF EVENT</th>
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<tbody>
<tr>
<td>Jan 12</td>
<td>Diversity: Scholarship &amp; Mentoring Program Kick-Off</td>
<td>Special Event</td>
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<tr>
<td>Jan 19</td>
<td>Dreamers Create The Future</td>
<td>Chapter Meeting</td>
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<tr>
<td>Feb 9</td>
<td>Develop your path</td>
<td>FM Roundtable Luncheon</td>
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<tr>
<td>Feb 10-11</td>
<td>Leadership and Strategy Essentials (FMP)</td>
<td>IFMA Class</td>
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<tr>
<td>Feb 23</td>
<td>Motivating and Measuring Future Stars of FM</td>
<td>Chapter Meeting</td>
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<tr>
<td>Mar 9</td>
<td>Driving Radical Change</td>
<td>FM Roundtable Luncheon</td>
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<tr>
<td>Mar 17,18</td>
<td>Sustainability Certificate</td>
<td>IFMA Class</td>
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<tr>
<td>Mar 23</td>
<td>Bio-Mimicry: Designing Cities &amp; Buildings to Mimic Nature</td>
<td>Chapter Meeting</td>
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<tr>
<td>Apr 7,8</td>
<td>Finance and Business Essentials (FMP)</td>
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<td>Apr 13</td>
<td>Green Leasing &amp; Real Estate Negotiations</td>
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<td>Apr 27</td>
<td>Night with the C level</td>
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<tr>
<td>Apr 30</td>
<td>Rebuilding Together</td>
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<td>May 11</td>
<td>Interns: Providing Support to the Facilities Organization</td>
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<td>May 25</td>
<td>Rethink, Recharge, Return</td>
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<td>Jun 8</td>
<td>How to Develop and Implement a Successful Employee Move Management Procedure</td>
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<td>Jun 9,10</td>
<td>IFMA Class CFM Exam Review</td>
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<td>Jun 17</td>
<td>Annual Golf Tournament</td>
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<td>Jun 22</td>
<td>FM Contributions to Future Great Places to Work</td>
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<td>Jul 13</td>
<td>Top 10 OSHA Violations in the Built Environment and How to Avoid Them</td>
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<tr>
<td>July</td>
<td>Membership Mixer</td>
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<tr>
<td>Aug</td>
<td>Community Outreach Beach Cleanup</td>
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<tr>
<td>Sept 8,9</td>
<td>Operations and Maintenance (FMP) Impact of Future Technology Convergence</td>
<td>IFMA Class</td>
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<td>Sep 28</td>
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<td>Oct 19</td>
<td>Performance Based Sustainability</td>
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<td>Oct 26,27,28</td>
<td>World Workplace - Phoenix, Arizona</td>
<td>Special Event</td>
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<td>Nov 4,5</td>
<td>Project Management (FMP) Transforming FM With BIM in Complex Facilities and Laboratories</td>
<td>IFMA Class</td>
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<tr>
<td>Nov</td>
<td>Vendor Fair</td>
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<td>Nov. 11</td>
<td>IFMA-SV 20 Year Anniversary Celebration</td>
<td>Special Event</td>
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<tr>
<td>Dec</td>
<td>Holiday Party</td>
<td>Special Event</td>
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</tbody>
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Place your organization information in our Award Winning Newsletter, which is mailed to all Chapter Members, as well as posted on the Chapter website.

<table>
<thead>
<tr>
<th>Item</th>
<th>1 Issue</th>
<th>Full Year (6 issues)</th>
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<tr>
<td>Full Page</td>
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<td>Quarter Page</td>
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<td>Business Card</td>
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For full details and advertisement specifications please contact Joy Dunn, Chapter Administrator – admin@ifmasv.org.