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Denver Chapter IFMA Newsletter

**Newsletter**

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# Letter from the

# President



TRACEY MCDONOUGH



As you read this, I will have transitioned to the Denver Chapter of IFMA Past President, backing up your new incoming Board of Directors. Your 2006 Executive Board is the following esteemed group:

- President        Dean Stanberry, The Trizetto Group
- Vice President   Rick Gulick, The Floor Care Company
- Secretary        Jane Kalianov, Gambro BCT
- Treasurer        Judy Leyshon, Trammell Crow

These highly experienced facility professionals are also strong leaders, which bodes well for all of us in IFMA Denver this year.

Our committee chair and co-chair roster represents a diverse group of veterans and newbies, professional members and associate members. This should make for lively discussions and creativity while staying focused on our goals. Some of the chairs who have stepped up to the plate include:

- Programs        Jodie Schenck  
The Pyne Companies (Denver West)
- Membership     Jerry Coy, Officescapes  
Susan Ricks, Waxie Sanitary Supply
- Sponsorship    Mike Larkin, Larkin & Associates  
Chris Boumeester,  
Colorado Asphalt Services
- Golf Tournament Lisa Brooks, Citron Work Spaces  
Philip Cangilla, Inovonics
- Newsletter      Patricia Harris  
Anthem Blue Cross Blue Shield  
Harry Hill, City and County of Denver
- Community      Paulette Grant,  
Service            Barton Protective Services  
Nancy Fairchild, Foliage Design

- Update & Awards        Myrnan Fronczak, TCF Bank  
Of Excellence
- Boulder Networking    Gary Myre  
Freeman Property Advisors
- Chapter Awards        Toni Jo Dwinell, Lockheed Martin

Two GAPING holes we need to fill - Education Chair and Technology Chair! If you have any interest in finding out more about these positions, please contact anyone on the Executive Board. (Contact information for all of the board and committee chairs is on the last page of this newsletter.)

We ended last year on a high note with a group of 33 members attending our annual retreat. The ideas generated there have already been disseminated to the appropriate committees for immediate implementation. Our Holiday Party at Gensler was also a highlight. An extraordinary venue and good turn-out made for a memorable evening!

As I take my leave from office, I can't begin to thank everyone who has been a part of making this past year and a half successful. The dedication of our volunteer members continues to astound me. Thank you for letting me take the wheel for a while. It's been my pleasure and honor, and I'll always value the many friendships I've made. Myrnan Fronczak has been a phenomenal Past President and support to me and, this coming year, I will aspire to do the same.

All the best to you this year!

Tracey McDonough  
Past President



## Management

### Maneuvers

# IFMA

PAT HARRIS, CFM, IFMA FELLOW

DIRECTOR FACILITIES ADMINISTRATION

**A**s most of you know, Anthem has merged with another Health Insurance provider, WellPoint. We have taken the WellPoint name even though Anthem actually bought WellPoint. If any of you have gone through a large merger like this, you know how hard it is. Everyone is worried about their jobs and meeting the counterparts of the other company. Tension is high and tempers often are hot. After the initial introduction and the groups working together, the company cultures become evident.

I felt that Anthem is a company adhering to the Baby Boomer values:

- Appreciate the workers and do what can be done to retain and keep them productive.
- Appreciate workers input and education and know they can contribute to doing more efficient business. Manager's listen to employee's ideas.
- Customer's come first, but the employees have to be happy to keep the customers happy. That means the physical environment should be conducive to their productivity.

In this merger, the Facilities department was assumed by the WellPoint Real Estate Department and I inherited their cultures and values. They were 180 degrees different than Anthem Facilities philosophies. I felt like I have gone back the '70s.

Meredith Thacher, CFM, presented one of the audio seminars called "Change, Chaos, Contrasts and Compromise: Workplace of the Future." This seminar was full of a lot of nuggets, as I call them. She defined Old Management Style as:

- Supports Senior Management without question
- Does not recognize new values of the generation Xers or balance in people's lives
- Does not recognize an educated work force; believe they (themselves) only have the answers

- Still think out-sourcing is the final solution to facilities operations
- Old value that everything is based on the "bottom line"

Although Ms. Thacher did not offer ideas on how to get senior management to start operating in the 21st century, she did offer ideas about what that looks like.

- Employees want a sense of community. That means that their work environment is collaborative and flexible. We need to design work areas that really support how the teams want to work together. In this kind of environment, workers will be more productive.
- The FM departments need to build partnership with other teams in the company. IT and HR are examples of those partnerships.
- Employees need to have the training and tools to do their jobs correctly and productively.
- Employees should be given Conflict Resolution training so they can manage conflict before it interferes with productivity.
- Younger workers expect to have a balance in their lives. They will leave if they are not supported by their employer.
- All workers expect to be respected and treated well.

I do feel that our merged company has acknowledged the differences in the cultures and is trying to resolve the conflicts. We have had management training that is being advertised as culture training. But it is good management training to bring all of us into the mindset to value our employees and treat them with respect. If we do that, they will treat our customers the same way.

***Pat Harris, CFM, IFMA Fellow, is WellPoint's Director of Facilities Administration for Colorado and Nevada. She can be reached at Anthem Blue Cross and Blue Shield, 700 Broadway, Denver, 303-831-20271 or pat.harris@anthem.com.***



## This 'N That

# IFMA

### NEW COMMITTEE CHAIRS AND CO-CHAIRS

We're pleased to welcome the following members of the chapter who have accepted committee chair or co-chair positions for 2006:

Jodie Schenk - Programs Chair  
Debbie Willis - Programs Co-Chair  
Jerry Coy - Membership Chair  
Susan Ricks - Membership Co-Chair  
Cheryl Buxton - Membership Co-Chair  
Myrnan Fronczak - Awards of Excellence

Thanks to all of you for your commitment to making the Denver Chapter of IFMA one of the best IFMA chapters anywhere!

### MEETING FEES

The Denver Chapter of IFMA is pleased to announce that IFMA members who are currently unemployed will be able to attend chapter meetings at NO CHARGE. The chapter wants to support those in the midst of job searches and encourage them to network at the chapter meetings. You will need to call the chapter's Administrator, Sondra Aksamit, at 303/771-4503 and let her know you plan to attend the meeting.

### AUDIO SEMINAR SERIES



Beginning in 2006, IFMA will be offering two Audio Seminars a

month, however, the Denver Chapter of IFMA will be sponsoring only the seminar that takes place the third week of the month. OfficeScapes has generously provided conference room space for the seminars. Don't miss out on these excellent informational seminars. If you would like to attend additional seminars on your own, information can be found on IFMA International's web site at [http://www.ifma.org/learning/audio/audio\\_calendar.cfm](http://www.ifma.org/learning/audio/audio_calendar.cfm)

### REGISTRATION FOR CHAPTER EVENTS:

You can now register for chapter events by going to the web site, [www.ifmadenver.org](http://www.ifmadenver.org), click on the event date and at the bottom of the announcement, click on "Register for Event." It's a breeze and makes registrations easy for everyone!

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## LETTER TO THE EDITOR

Dear Editors,

Several years ago when I attended an IFMA function, I felt accosted by a vendor. I understand your policies have changed. Am I safe to come back?

Editor: I am sorry that you had that happen to you. Our vendors try hard to not be annoying. We have provided several other ways that they can get their information to the professional membership: EXPO, Vendor's Voice, directory, committee work, etc. The associates are a valuable asset to our chapter and understand that they need to develop a relationship with the professionals. They don't want to alienate anyone, but they are there so we can use their expertise when we need to.

Please come again. You will be pleasantly surprised at how low key everyone is. I promise you won't be accosted!



## Denver Chapter

# IFMA Awards 2005

# IFMA

**T**he Denver Chapter of IFMA Awards Program honors facility Professional and Associate members whose dedication and accomplishments to the Chapter are extraordinary. The members are recognized by their peers as the winners are selected by ballot of the members.

The recipients of the 2005 Denver Chapter of IFMA Awards were recognized at the annual holiday social on Tuesday, December 13th, 2005 at Gensler.

The categories, nominees, and winners are as follows:

Outstanding Contribution by a Professional Member - Recognizing a Professional member for their individual participation and support of the Denver Chapter of IFMA and the facility management profession.

- **Lois Calamia, Computer Associates**
- **Gary Myre, Freeman Property Advisors**
- **Lynda Schroer, BGL**
- **Phil Cangilla, Inovonics**
- **Myrnan Fronczak, TCF Bank**

Myrnan Fronczak is the winner. Myrnan has served two years as President and continues to be active as the Past President, while serving as Chair for the Update and organizing the Silent Auction at the Holiday Party. She coordinates the tickets for World Workplace, has been instrumental in the chapter's by-laws changes and organized the new chapter pin contest.



Outstanding Contribution by an Associate Member - Recognizing an Associate member for their individual participation and support of the Denver Chapter of IFMA and the facility management professionals.

- **Jerry Coy, OfficeScapes**
- **Rob Cooney, Preferred Painting**
- **Rick Gulick, The Floor Care Company, LTD**
- **Tracey McDonough, BELFOR USA**

Rick Gulick is the winner. Rick has been responsible for distributing and collecting the data for the Member Survey and has taken the lead for the chapter to implement "Survey Monkey," the software that enables respondents to take the surveys electronically. This has provided the Chapter with very valuable and easy to interpret information. As Membership Chair, Rick has organized successful New Member Luncheons, coordinates the check-in process at the chapter meetings and has actively educated facility managers who are not members of IFMA to join the chapter. Rick is always ready and willing to volunteer for any special projects or help out whenever he is asked to do so.

Outstanding Contribution by a New Member - Recognizing a new member that has become actively involved in the Chapter and enhanced the organization.

### **Jodi Schenck, Denver West**

Since Jodi has become a member she has contributed numerous hours and lots of energy to the programs committee. She has definitely helped make the 2005 programs a success.

Outstanding Professional Corporate Participation and Support of the Chapter- Recognizing outstanding cooperation and support of a Professional member

organization that best support our Chapter.

### **Cheryle Buxton, Merrick & Company**

Cheryle and the Leadership at Merrick have provided outstanding support to the Chapter. Merrick has hosted the New Member Luncheon at their corporate offices and Cheryle has made significant contributions to the membership committee.

Outstanding Associate Corporate Participation and Support of the Chapter - Recognizing outstanding cooperation and support of an Associate member organization that best supports our Chapter.

- **Lisa Brooks, Citron Work Spaces**
- **Jerry Coy, OfficeScapes**

OfficeScapes is the winner. OfficeScapes has been a long-time supporter of the Denver Chapter and 2005 is no exception. In addition to being a Platinum sponsor, OfficeScapes has hosted the monthly Audio/Internet Seminar series at their site. The OfficeScapes leadership is also supporting Jerry Coy in accepting the role of Chairperson for the Membership Committee, a critical committee position within the chapter.



Distinguished Member - Recognizing a Professional or Associate member who has provided sustained outstanding leadership and support to this chapter and the facility management profession.

- **Myrnan Fronczak , TCF Bank**
- **Rick Gulick, The Floor Care Company**
- **Dean Stanberry, The Trizetto Group**

Dean Stanberry is the winner. Dean has worked extremely hard with the chapter's Web site and Life Line to make them functional. He has spent many hours updating the site and training other chapter members to administer information on the web site. In addition to his responsibilities on the Executive Board, Dean is always

willing to take on special projects and provide leadership to other chapter members.

Facility Management Achievement Award - Recognizing the individual whose facility management program / team / ideas and/or project(s) have had a substantial positive effect on the success of their organization.

- **Denise Drager, Covad**
- **Toni Jo Dwinell, Lockheed Martin**
- **Dean Stanberry, The TriZetto Group**
- **Sherry Watson, CoBank**

Dean Stanberry won this award. Dean joined The TriZetto Group in October 2004 as Director of Workplace Services, a role that did not exist prior to his arrival. Since that time Dean has created a facilities management team from previously autonomous resources, built new sites for the company in Baltimore and New York City, sub-leased or disposed of three vacant sites, consolidated supplier services in several areas, and deployed workplace services standards where none previously existed. These efforts have resulted in significant benefits for TriZetto in both productivity and cost savings.



*2005 Executive Board (left to right): Tracey McDonough, President; Dean Stanberry, Vice President; Phil Cangilla, Treasurer; Denise Drager, Secretary; Myrnan Fronczak, Past President*



## Holiday Party, Toy Drive

## and Silent Auction

# IFMA

### December 13, 2005

The Holiday Party at Gensler's was well attended as usual. There was much socializing, networking, laughter. It was a great way to start the Holiday Season.

The toy drive was a great success-42 toys and \$100 was collected all going to the children that are connected to the Colorado Coalition for the Homeless. The Silent Auction had 33 donations from individuals as well as businesses. Thanks so much to everyone who contributed and thanks to all the bidders. \$2332 was raised for the Colorado Coalition for the Homeless.

Chapter Awards were also given out. It was exciting to have so many nominations this year!! We clearly have a very active professional association. Congratulations!!



## IFMA Sponsors

### Platinum

BELFOR  
North American Property Services  
Long Mechanical Solutions  
OfficeScapes  
Tolin Mechanical Systems Company

### Gold

CoCat  
Disaster Restoration Inc.

### Silver

One Source Facility Services, Inc.

### Bronze

Climate Engineering



# Benchmarking 101

## Measuring What you Manage

DON GUIZZETTI

From Alice's Adventures in Wonderland, by Lewis Carroll:  
 "Would you tell me, please, which way I ought to go from here?"  
 "That depends a good deal on where you want to get to," said the Cat.  
 "I don't much care where," said Alice.  
 "Then it doesn't matter which way you go." said the Cat.  
 "-so long as I get SOMEWHERE," Alice added as an explanation.  
 "Oh you're sure to do that..." Said the Cat, "  
 ...if you only walk long enough."

**F**acilities operation is a combination of long-range planning and minute-by-minute response to emergent circumstances. Often, too often, in the rush to accomplish our goals, we lack the clarity of vision as to how and how well we accomplish our objectives and reach our goals.

Performance measurement and benchmarking help us to develop the tools and perspectives to determine the efficiency and effectiveness of our performance. We can then compare our performance within our work unit over time and with other work units within our company or firm as well as with other companies and firms.

- Benchmarking is the process of identifying, understanding, and adapting outstanding practices from organizations anywhere in the world to help your organization improve its performance. Benchmarking is a highly respected practice in the business world. It is an activity that looks outward to find best practice and high performance and then measures actual business operations against those goals.

Before you can begin benchmarking your facilities management operations, you must first have some form of performance measurement tools and procedures in place.

- Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner.

Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc.

This article will focus on two aspects that are instrumental in beginning to measure the performance of your facilities operations and in comparing that measurement to your work unit's performance over time and to that of other companies and facilities.

First, we will cover some simple methods you can apply to identify and quantify various output measures of your work unit. While we will focus on building maintenance activities as an example, the techniques we will cover can be applied to measuring and managing any of a variety of

<b>Your Company Inc.</b>			
<b>Monthly Facilities Management Performance Report</b>			
For the month of: January 2004			
Data	Current	YTD	Source
Number of work orders received	122.0	122.0	WO log
Number of work orders completed	88.0	88.0	WO log
Number of work orders backlogged	34.0	34.0	WO log
Labor hours to complete customer-generated work orders	112.0	112.0	WO log
Labor hours to complete Facilities-generated work orders	306.0	306.0	WO log
Labor hours to complete environmental work orders	316.0	316.0	WO log
Labor hours of preventive maintenance	145.5	145.5	PM log
Labor hours of unplanned repairs	74.5	74.5	WO log
Labor hours, other	178.0	178.0	WO log
Total labor hours expended	1,376.0	1,376.0	Calculation
Total available labor hours	1,440.0	1,440.0	Fixed
Unreported labor hours	64.0	64.0	Calculation
<b>Total customer count</b>	<b>394,156.0</b>	<b>394,156.0</b>	Counter log
Maintenance supply and material expenses	\$ 1,550.00	\$ 1,550.00	Budget report
Custodial supply and material expenses	\$ 418.00	\$ 418.00	Budget report
Contract labor expenses	\$ 12,324.00	\$ 12,324.00	Budget report
Utility expenses	\$ 45,584.00	\$ 45,584.00	Budget report
Total expenses	\$ 59,876.00	\$ 59,876.00	Calculation
Average labor hours per work order	15.6	15.6	Calculation
Customers per work order received	3,230.8	3,230.8	Calculation
Customers per work order completed	4,479.0	4,479.0	Calculation
Customers per available labor hour	273.7	273.7	Calculation
Maintenance supply and material expense per work order completed	\$ 17.61	\$ 17.61	Calculation
Maintenance supply and material expense per customer	\$ 0.0039	\$ 0.0039	Calculation
Custodial supply and material expense per customer	\$ 0.0011	\$ 0.0011	Calculation
Utility expense per customer	\$ 0.1156	\$ 0.1156	Calculation
Recycled bond and newspaper, pounds	4,720.0	4,720.0	Recycle log
Recycled, other	2,831.0	2,831.0	Recycle log
Setup hours for events, straight time	41	41	Event log
Setup hours for events, overtime	0	0	Event log

**Figure #1**

facilities operations.

Second, we will examine some internal and external sources of benchmarks against which we can compare and evaluate the facilities operations that we have identified and measured.

### What Measures to Use?

For our first example of identifying and quantifying output measures for a facilities maintenance unit, we have a sample of a Monthly Facilities Management Performance Report (Figure # 1). This report monitors a number of basic output measures for a building maintenance work unit.

Much of the planned and reactive work of a maintenance unit is often recorded in a work order system. The work order log can be as simple as a hand-written log form or the work orders can be logged using any of a variety of personal computer software such as Microsoft Excel and Microsoft Access.

Numerous vendors offer comprehensive maintenance management programs that can track and report on all or many of the maintenance activities including work orders, preventive maintenance, inventory, utility expenses, and personnel expenses as examples. Regardless of the type of log, it is important to use some tool to track the work that is performed by any maintenance work unit. This example was produced with Microsoft Excel.

The first data set indicates the number of work orders received, completed and backlogged or pending completion. The second data set records the maintenance labor expended in some of the major categories of building maintenance including customer work requests, facilities department-generated work orders, environmental work orders, preventive maintenance, unplanned repairs (breakdowns, equipment failures, etc.), and an "other" category for work orders not falling within the named categories.

One note of caution. If the number of work orders in the

brother's category becomes too large, you may need to determine the nature of these work orders and establish a separate category, such as for common and tenant area painting or special custodial work orders.

The next data set records the number of customers such as for a business or even a retail mall operation. Even a single office building may find it useful to record the number of people entering a particular building each day. This can be easily accomplished by installing infrared photoelectric devices at each

entrance. Single occupancy buildings with a relatively fixed number of occupants may simply enter the normal number of building occupants in this report field while updating it to reflect changes in occupancy.

The next data set records some essential expense information including maintenance and custodial supplies, contract labor expenses such as vertical transportation service, window cleaning, snow removal, contract custodial, or landscape maintenance. Utility expenses are included in this sample since they are

usually a major expense category and can be highly variable depending on building occupancy or the number of customers entering a facility.

The next section represents a basic statistical analysis of the maintenance labor as well as supply and utility expenses expressed as relationships with the number of building occupants. Other criteria might be expressed as number of work orders per building operating hour or per square foot of rentable space.

The final items on the report in this example indicate other areas that may bear monitoring such as building recycling efforts and building staff labor involved in event setups.

These categories are by no means final or all-inclusive. You will undoubtedly have additional or different outputs

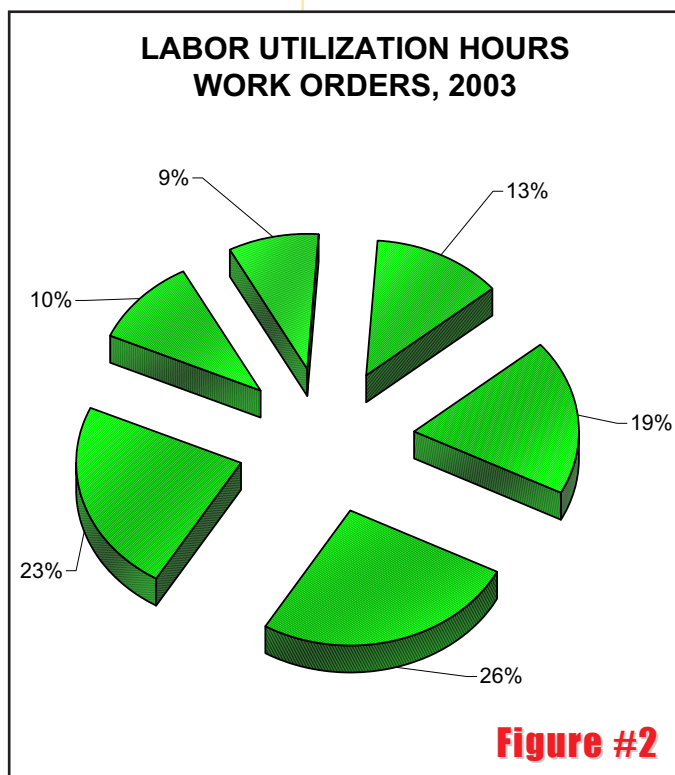


Figure #2

that you wish to monitor such as any areas of major complaints as indoor air quality (IAQ) incidents, personnel issues such as attendance and tardiness, security breaches or incidents of theft or vandalism, elevator problems, or any of a variety of facility-specific issues. Other categories may be determined by management or ownership strategic objectives.

One important thing to keep in mind when deciding which information to track and analyze is your department's or company's goals and objectives. The categories in this example represent expenses that have a major impact on the profitability of a facility. Since most tenant leases provide for the building occupants to share in a portion of the building operating expenses, understanding and controlling these expenses can make your facility more competitive, an especially crucial concern in a tight rental market.

Another important factor in deciding what information to track and analyze is to avoid frequently changing the items that you track. As will be discussed later, tracking your information over an extended period of time will allow you to determine baselines and to spot changing trends. Changing the sources of information frequently will frustrate these efforts, resulting in "apples-to-oranges" comparisons. What Do We Do With This Information?

There are two sources of benchmarks, internal and external. For our purposes in this example, internal benchmarks are determined from historical performance and your department's or company's tactical and strategic plans.

### Internal Benchmarks

Historical performance is determined from information gathered over time. The example given above, the Facilities Management Performance Report, if maintained over a suitable period (at least one year, but longer is better) will allow you to identify your internal baselines or benchmarks. It will also allow you to identify trends and changes that bear further investigation

For example, if you maintain the monthly report for a year, you will be able to generate an Annual Facilities Management Performance Report,

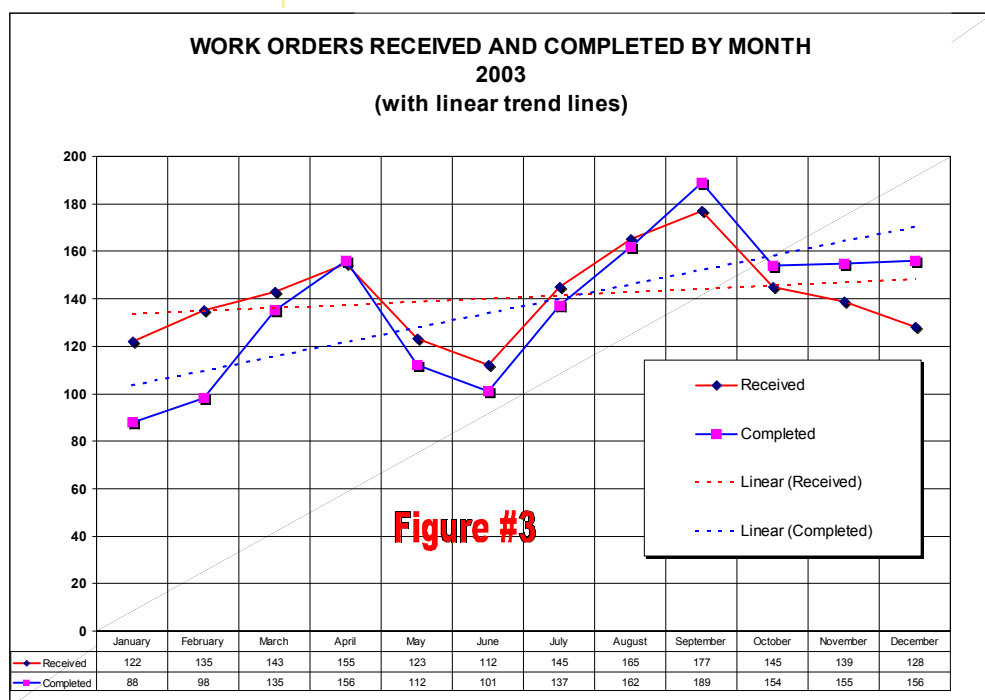
that can display an annual average of the data included in the monthly reports. A more sophisticated annual reporting would include minimum and maximum values as well.

Another simple performance measurement incorporating internal benchmarking is illustrated in Figure #3-a graph of work orders received and completed by month and includes linear trend lines. Here, work orders received and completed are compared with linear trend lines that show a marked improvement in the completion rate for work orders.

This information would allow you to determine for example, the minimum, average, and maximum labor hours per work order over a year's time. With this information, you could determine that a reasonable goal for the average time to complete a work order would be "X" hours. This would be your internal benchmark. Then you could decide that any work order requiring more than "X" hours would need to be examined for the cause of it taking longer than average.

The reason may be simple and justified since the work order may have been for a large project or a complicated task.

On the other hand, by analyzing all of the work orders that require more than the average time to complete, you may discover a common cause, such as the unavailability of the necessary parts and materials, or the need for additional staff training. You may even discover that a particular tenant generates unusually difficult or involved work requests.



In this example, you may also find that each building occupant represents \$X.XX in utility expenses and you would be able to estimate the impact that a large change in occupancy would have on future utility expenses.

### External Benchmarks

External benchmarks allow you to measure your performance against work units of other organizations. By measuring your performance against other organizations, you can accomplish two objectives: to determine how you measure against similar facilities operations and to determine the best practices available in the general industry.

For example, based upon available information, you may be able to determine that some portion of the other organizations may achieve a level of performance in work order completion appreciably below the average number of hours your organization or work unit requires to complete a work order, or you may find that other organizations spend more labor time on preventive maintenance and consequently less labor time on unplanned repairs.

required to respond to customer (occupant) generated work requests for a previous employer, we discovered a preemptive or probative work process that drastically reduced the number of labor hours required to complete the work requests.

In comparing our procedures with a large local healthcare facility, we discovered that it was possible to reduce the labor time to complete customer-generated work requests by implementing a "maintenance rounds" system similar to the daily rounds performed by physicians.

Rather than waiting for customers to generate work orders, this employer began a system of having a maintenance worker routinely visit all 20-plus facilities on a scheduled basis. By operating in this way, the maintenance worker was able to attend to a number of items requiring attention at one visit and consequently, reduced the overall number of customer-generated work orders by more than 40%, while reducing travel and labor time. This substantial increase in efficiency was immediately reflected in the

monthly facilities performance reports as well as the graph of the average labor hours required to complete a work order (Figure #4). This allowed the employer to improve service and customer satisfaction while saving money.

### Sources of External Benchmarking Information

Obtaining information pertaining to which external benchmarks should be adopted can be a challenge. Often, organizations are understandably hesitant to disclose information that they feel could bring their organization into an unfavorable light. Other organizations may believe that sharing such information could provide an advantage to their competitors, especially in

a difficult economy and market. However, numerous industries purposely collect and share significant amounts of useful information through professional organizations dedicated to improving their respective industries.

For example, one such organization is the Building Owners' and Manager's Association and its national organization,

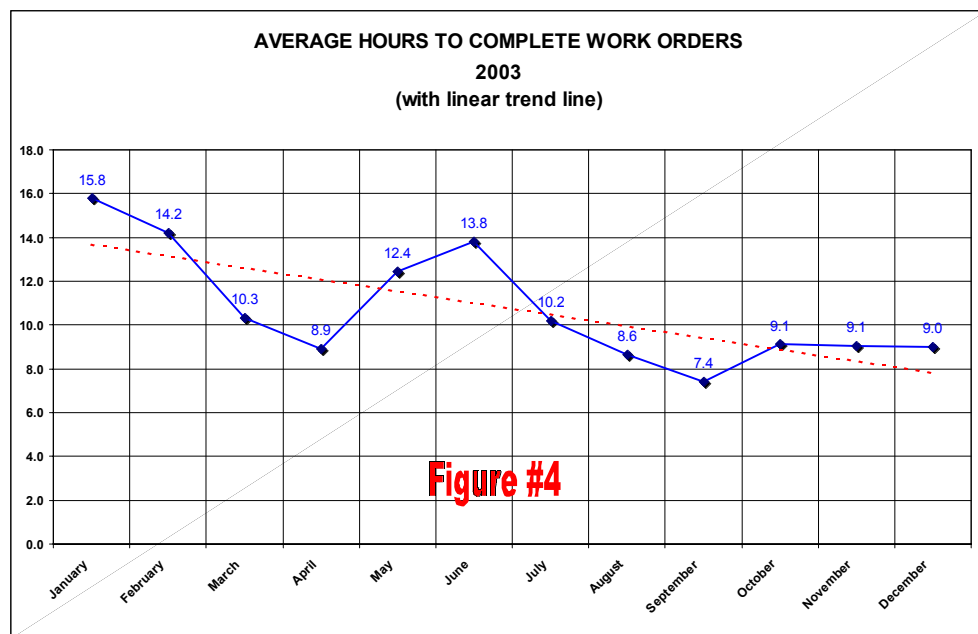


Figure #4

Another benefit in seeking out and applying external benchmarks to your performance is that you will likely discover alternate work processes that improve your output measures while improving the efficiency and economy of your operations.

For example, while researching the amount of time

BOMI, that publishes an annual compendium of building performance data, the Experience Exchange Report (EER). The EER gives information regarding building occupancy and operating expenses for various private and public sector buildings in most metropolitan markets. The EER can prove a valuable source of benchmarking data against which you can measure your facility's performance.

There are other professional organizations that can provide much useful benchmarking information, such as the International Facilities Management Association, the Association of Facilities Engineering, and the Building Operators Association of Colorado.

While a good deal of information is made available formally such as the BOMI Experience Exchange Report, a good deal of useful benchmarking information can be obtained through informal networking with your peers in these and other professional organizations.

### **And In Conclusion...**

Performance measurement and benchmarking can prove to be invaluable tools for facilities managers and other individuals who are responsible for managing facility operations and who are accountable for the efficiency and effectiveness of their efforts.

First, a reliable method for collecting and reporting facility operations performance measures must be implemented and maintained. Then, the collected information must be applied in evaluating the success of the facility operations efforts in meeting objectives efficiently and electively.

The examples offered in this article are a starting point to mapping your road to successful facility performance measurement. You can use this information to begin tracking, reporting, and planning your operations to be as efficient and effective as possible and to give your organization a competitive advantage, but only if you do the "leg work" necessary to get there. You can take this information and begin to determine which factors are important and useful in measuring the success of your facility operations and then compare them both to your own operations over time as well as to other work units within your organization and those of other organizations.

As the Cheshire Cat told Alice, "If you don't care where you're headed, then it doesn't matter which way you go." However, if you do care where you are headed, then you

need to know which way you are going and to know that, you need to know where you've been.

To do this, you need to measure your performance over time and then compare that performance to internal and external benchmarks to keep your operation on the most direct route to organizational effectiveness. Performance measurement and benchmarking can provide the roadway that will get you there.

### **For Further Reading:**

#### **Benchmarking Books**

1. *Managing by Measuring*, Mark Czarnecki, American Management Association, 1998.
2. *Strategic Benchmarking: How to rate your company's performance against the world's best*, Gregory W. Watson, John Wiley and Sons, 1993.
3. *The Benchmarking Book*, Michael J. Spendolini, American Management Association, 1992.
4. *The Benchmarking Management Guide*, American Productivity and Quality Center, 1993.

#### **Performance Measurement Books**

1. *Performance Measurement*, Jerry L. Harbour, Quality Resources, 1997.
2. *Operational Performance Measurement: Increasing total productivity*, Will Kaydos, Saint Lucie Press, 1998.
3. *Measuring Performance: Using the new metrics to deploy strategy and improve performance*, Bob Frost, Measurement International, 2000.

Your local public library is an excellent (and (reel) resource for additional information on performance measurement and benchmarking.

**Author: Don Guizzetti, principal of AIM Property Services, Inc., a property inspection and facilities consulting firm, has over thirty years experience in commercial, industrial, and residential building construction, operations, and maintenance and more than twenty years experience in facilities management. He has been a member of IFMA since March of 2005. He can be contacted at (303) 579-1987 or [aimpropertyser-vices@comcast.net](mailto:aimpropertyser-vices@comcast.net).**



## Xcel Addresses

### Natural Gas Prices



SHARON K. PANAS

XCEL ENERGY

**F**or the past several years, energy markets in the United States, and throughout the world, have been extremely volatile. Any significant change in supply or demand, such as a storm that disrupts production, or extreme weather that increases consumption, affects market prices. These market forces have also affected the price of natural gas and the wholesale price for this commodity is up significantly from last year.

Recently, events such as the tragic storms that hit the Gulf of Mexico region make us all realize how truly volatile our energy markets are. In a matter of hours, 16 percent (8 billion cubic feet) of our total domestic natural gas supply was unavailable. As a result, the already high wholesale natural gas prices rose even further affecting many businesses throughout the country. As a gas distribution company, we do not earn any additional profit when gas prices increase. The actual cost of the natural gas supply we purchase is passed through to customers at the cost we pay. We are able to earn a regulated return from the delivery of natural gas to our customers.

At Xcel Energy, we use a variety of purchasing strategies to lessen the effects of these volatile prices. This includes using storage that allowed us to purchase gas prior to the hurricanes and store it for use this winter. In addition, we have an active hedging program that helps mitigate the impact of price spikes during the winter heating season.

Even before the storms hit, our forecasts showed that natural gas customers would pay about 20-30 percent more this winter, compared to last year, if we have normal weather. Now, after the storm, November 2005 natural gas bills for commercial customers were roughly 40-45 percent higher than last November and customers should prepare for prices that could be as high as 30-50% higher than last year for the balance of the winter.

Ultimately, controlling your company's energy use is the best way to lessen the impacts of higher natural gas costs. We have a number of tools in place that can help you conserve energy and save money on your winter heating bills. You can learn more about our energy-saving tips and programs by visiting [xcelenergy.com](http://xcelenergy.com) (Save Energy & Money tab).

*Sharon Panas is an account representative with Xcel Energy and has been with them for 10 years. She can be reached at 303-294-2277 or [Sharon.panas@xcelenergy.com](mailto:Sharon.panas@xcelenergy.com).*



**The most respected global credential in facility management**

**The Denver Chapter of IFMA would like to congratulate:**

**Myra A. Martinez, CFM  
Facilities Manager  
American Century Investments**

**Bruce A Bus, CFM  
Regulatory Specialist,  
Senior Scientist Arcadis**

**For recently passing and receiving the CFM - Certified Facility Manager designation.**



## “I can plan...about 6 months out!

### (Strategic Facility Planning)

SHARON ROWLEN

In the 1970's and 80's, I did a lot of space programming for a large oil company. We would use the end of the current year, plus five years, plus 10 years and plus 20 years for planning dates....and no one was surprised that space needs could be projected that far in the future. During the 1980's that visibility shortened dramatically to less than 10 years, and today corporate America is planning for a 3-5 year window of needs with the addition of exit strategies. Only governmental facilities (federal, city, county and educational facilities) are able to project 15 years or more in their planning.

In a recent seminar I attended on computerized Strategic Planning, the speaker polled the audience to determine how many were already doing strategic planning (about 5%) and how many wanted to do strategic planning (about 80%, with apparently 15% undecided but still in attendance). IFMA's own benchmarking statistics for 2002 report that 54% are doing strategic planning and 46% are not. The difference in responses may well reflect the difference in automating the process; it may also reflect the confusion around the terminology.

#### Terminology

Space Programming came from the architectural side and was developed in order to size a building or space for a client and to enable space planning diagrams. It often included projections for several years beyond occupancy so that there was a strategy for expansion (long-term planning), but its main focus was on building that initial building. Once the building was complete, the projections were "lost", until the next remodel or new building was commissioned. There was little facility management in the 60's and 70's, and once the space programming was used by the Owner to size a building, budget, capitalize and move into the facility, the plan was filed. Space programming today (now part of Space Planning) focuses on the immediate space needs, often a resulting

action of the larger Strategic Facilities Plan, with the same purpose of providing for a specific project.

Strategic Planning regained corporate popularity in the 90's when companies started reading Fast Company magazine as well as books and articles by Michael Porter. Terms such as strategy, goals and objectives, tactics, SOW (strengths, opportunities, weaknesses) are used to describe a company's intended actions and attitudes. Facility managers, now realizing the impact of a space portfolio beyond detailed management, are viewing space as a strategic tool to be analyzed alongside the corporate strategic plan: long-term space projections calculated at the macro level, facility agility to adapt to changing workplace needs and economic environment.

The people raising their hands in the seminar indicating their desire to begin doing strategic planning knew they needed a plan to meet their company's volatile needs, but may have been daunted by the effort and cost to begin. The first task is to design a strategic facility planning process to fit the needs of your company; then "How do you accomplish a strategic plan? One step at a time".

#### The "do's":

1. Identify drivers for future facility changes. Talk to...
  - a. Management about your company's strategic goals and how they might impact the size and location of the company and its work groups.
  - b. IT about technological changes that might affect internal processes and space.
  - c. HR about the workforce, workplaces and resulting space.
2. Project space needs at the macro level and plan responses to probable grow/shrink scenarios.
3. Document, share and update your strategic plan periodically.

### The "don't do's":

1. Don't start with space programming or short-term planning; that is a project level activity and will usually be financed by a project and performed by architectural or interiors professionals. Give the professionals the "context" of the strategic plan, and task them to do the detail. You have enough things to do.
2. Don't assume that every work group head knows your company's strategic goals and how it will impact their space. Empire-building or the converse Saving-To-Create-Prosperity will often skew projections. Instead, go higher in your organization to identify business and growth drivers.
3. Don't use historical data to project into the future; your current facility is the base for strategic planning scenarios for the future.

### A word about automation and CAFM:

Space Programming is easily automated and several software packages support that level of detail quite well. Strategic Planning's data gathering is more of a discovery and analysis process; the resulting data (as well as stack diagrams and other analyses) may be automated, but the data gathering to be effective and accurate requires human interface and translation to data that can be recorded.

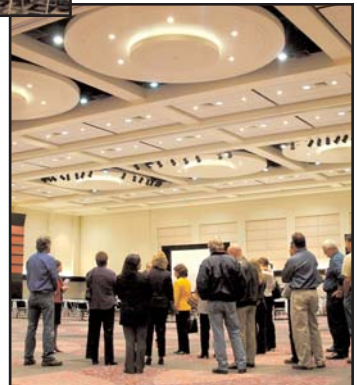
One of the presenters at the computerized strategic planning seminar shared their experiences. They talked about designing the process and gaining the attention of upper management, planning scenarios and developing solutions with key members of the corporate planning team, and then implementing strategies with significant savings to their company. With benefits to both your company and your facility team, the challenge, then, is to be one of the few facility managers with the resolve to take the necessary steps to produce a Strategic Facility Plan...."one step at a time".

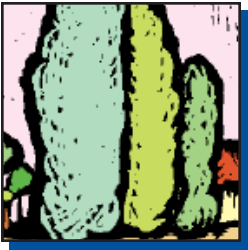
**Sharon Rowlen, CFM, has specialized in planning corporate, county and library facilities over the last 30 years. Her background in architecture and facilities management provides a unique perspective on the strategic planning and space programming of facilities. She can be reached at [s\\_rowlen@comcast.net](mailto:s_rowlen@comcast.net).**

## Convention

### Center Tour

The Denver Chapter of IFMA toured the Colorado Convention Center for the monthly meeting on Oct. 11, 2005. After a brief meeting and presentation on the process to expand the convention center, we broke into two tour groups. One group toured the "Front Side" of the Center and one group toured the "Back Side". Both groups enjoyed learning about the project and the magnitude of the planning required. The results are wonderful for the City.





## Xcel Energy

### Rebate Program

# IFMA

**B**eginning in January 2006, Xcel Energy will launch several rebate and incentive programs designed to encourage the use of energy saving technologies in your business. These programs are part of our PUC-approved demand-side management (DSM) program for cost-effectively meeting future electricity needs in Colorado.

The program's goal is to reduce system demand by 320 megawatts (MW) and conserve 800,000 megawatt hours (MWh) annually of energy by 2014. That's roughly enough displaced demand to replace the output of a medium sized power plant on a hot day and enough electricity to power more than 90,000 homes for an entire year.

Xcel plans to spend up to \$196 million on energy conservation in Colorado in the next eight years - much of that will be available as equipment rebates when companies install qualifying energy-saving equipment such as lighting, motors, variable frequency drives, and cooling systems. New construction and recommissioning programs are also available.

If you are interested in a business program summary which gives an overview of the rebate programs, contact Sharon Panas at (303) 294-2277 for further details and rebate forms or go to the website at [www.xcelenergy.com](http://www.xcelenergy.com) <<http://www.xcelenergy.com>>.

If you have a project which does not fall under Xcel's "prescriptive" program, they will consider it under a custom rebate program. The custom rebate and Energy Management System programs will be available mid-February. Please note, the custom, energy design assistance (new construction or additions) and recommissioning programs require pre-approval.

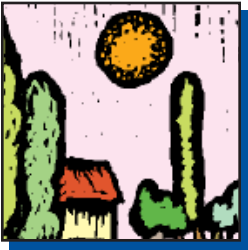
Please contact Sharon Panas if you're planning an equipment upgrade in 2006 or later so you can consider energy-saving options and rebates as part of your criteria. Likewise, if new construction or a major renovation is in your plans, let Xcel know soon so they can help you build in energy savings early in the planning stage.

Sharon Panas can be reached at (303) 294-2277.

## World Workplace

Philadelphia, PA,  
October 16-18, 2005





## A Critical Tool in Facilities Maintenance

# IFMA

By John Vaughn

City of Lakewood Facilities

**T**oday it seems that everybody is looking for some way to improve building maintenance. As maintenance operations consume an increasing share of a facilities budget, everyone involved wants to assure that each dollar spent on maintenance is worthwhile. Managers are continually searching for a concept, or a novel approach, to streamline maintenance labor and increase productivity. Fortunately, I believe that I can offer a valuable insight into this search.

The Facilities Manager's Toolbox contains many essential tools. One of the most important but sometimes overlooked of these tools is procrastination. This tool, when ably wielded, can undoubtedly save oceans of time and money. I might go so far as to say that along with crystal balls, dummy thermostats, and furniture on wheels, procrastination may be one of the finest management aids ever devised.

My argument is as follows. How many times has your facilities staff jumped into a remodel project, or a building renovation, in earnest, putting all other projects on hold, only to be derailed midstream by a complete change of plans? Sometimes this is because of a change in the corporate vision, sometimes a change in priorities, and occasionally a realization that the project will actually cost real money. How familiar is the phrase, "this is not quite what I had in mind." Or, "this color looks different on the color chart than it looks on the wall." Or my personal favorite, "how hard can it be to simply move a couple of electrical outlets?"

It has been my experience that many projects and problems simply go away when they are ignored. Office reconfigurations are no longer needed when employees are transferred or quit. A person that is too hot today will probably be too cold tomorrow. A chilling draft on

Monday is a refreshing breeze on Wednesday. A noisy fan motor can turn into a relaxing hum. Paper towel dispensers eventually fill themselves and trash cans empty themselves. Sticky doors will eventually wear out whatever was obstructing them, and then close easily. The list is endless. My own feeling is that a problem that does not go away by itself has not yet aged properly.

I suggest the following approach to annoying and urgent problems. First, step back and look at things in the light of future developments. How long is it until winter? What is the long-term weather forecast? Leaky roofs are less annoying during a drought. If the building is creaking and settling that is a natural part of aging and should not be interfered with. Burned out lights are blessings during an energy crunch. Always look at the bigger picture. One of the hallmarks of an experienced Facilities Manager is the realization that the work cycle is not plan-start-finish, but is wait-plan-plan.

Never neglect to assess the political climate before making any sudden repairs. How important is this guy anyway? Does he know important people? I suggest constructing a chart of importance, which rates each potential complainant on terms of actual clout. This helps immensely when prioritizing jobs.

My favorite solutions to problems are those that suddenly appear out of nowhere. A group of Boy Scouts shows up looking for a painting project. The Municipal Court orders some community service workers to clean a garage area. Someone gets tired of waiting for their light bulb to be changed and changes it himself. Out of boredom, an employee gets up from his desk, obtains a roll of paper towels and refills the dispenser herself. I always take full credit for these occurrences and I am usually able to convince my boss that I knew something like this

*Continued on Page 19*



# Member Spotlight

# IFMA

JANE KALIANOV

## Jane Kalianov

Jane is a professional member that has been Chapter Treasurer and a part of the Awards Committee. She enjoys the networking opportunities that the Chapter affords as well as the educational programs. The opportunity to attend World Workplace has always been a fun and beneficial event.

Jane is currently employed with Gambro BCT (Blood Component Technology). What she likes most about this position is that the Facilities department plays a very active role in enabling the manufacturing groups, scientists, and research and development teams to do their jobs. The product they manufacture is used to save lives. She feels that they make a difference for people suffering from a variety of illnesses.

In her life Jane has had the opportunity to travel to various parts of the world. She has spent time in New York City working on special projects and has run her own business. One very interesting trip she took this year was to be married on the island of Maui.

Jane has been involved with a variety of volunteer organizations. They include counseling battered women at the Safe House of Denver to teaching math and reading to adults at the Adult Learning Center,

delivering meals for Project Angel Heart and working with young mothers at the C. Henry Kempe Center for the prevention of child abuse. Her life is a series of interesting events and she is always looking forward to what happens next.

Jane shares her Colorado life with her new husband Ric. Part of that is enjoying the cultural diversity Colorado has to offer, from hiking in the mountains, attending sporting events and enjoying the symphony. The rest of her Colorado family includes Corky, their cat and the many Koi in the backyard pond. They are talking about expanding their family and adopting a Golden Retriever from a shelter. The rest of her family includes her mom, who still resides in Iowa where Jane grew up, and a brother, sister-in-law and niece in Redondo Beach, California.

Not only did Jane recently get a new husband, they recently bought a new house. Right now most of Jane's hobbies revolve around decorating to make their house a home. There is an area she thinks is perfect for a small vineyard that is surrounded by apple, peach and cherry trees as well as blackberry bushes. Her other hobbies are travel, cooking, biking, snowshoeing and golf and we hope soon - wine making.



# Vendor Voice

# IFMA

News from Steelcase and OfficeScapes...

Introducing the chair with  
a brain and a conscience.

(What an inspiration for the corporate world.)

The Think™ chair conforms to your body. It also conforms to the highest environmental standards. Yet it's so positively nonconformist. To learn more about what happens when a top designer and a team of engineers and environmentalists put their heads together, visit [steelcase.com](http://steelcase.com).



**The Think chair was an IFMA Holiday Silent Auction item!**

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*Continued from Page 17*

was going to happen, so in order to conserve my budget, I was acting wisely in delaying to take any action.

Wise procrastinating is an essential prerequisite for the efficient functioning of the maintenance operation. This highly visible and critical function, when used skillfully, can result in greater job satisfaction and higher organizational morale. And, even more importantly, it can help to relieve supervisors of much indirect activity, thus

enabling them to spend their time in more creative pursuits, such as designing hard-hitting resumes and competing in football pools. Remember if a project is really that urgent, it would have been done already.

***John Vaughn is a Facilities Maintenance Supervisor in the Planning and Construction Division for the City of Lakewood. John can be reached at [johvau@lakewood.org](mailto:johvau@lakewood.org).***



# Calendar

## Chapter Activities

# IFMA

<b>January</b>	10	General Meeting Wynkoop Brewing Co. 1634 18th St., Denver	4:30 PM
	11	Board Meeting at Pear Commercial Interiors	7:30 AM
	19	Audio Seminar at OfficeScapes "Next Generation" Building Asset Management Approach Saves Money Speakers: Donald Uzarski, Ph.D., UNITY Consultants Inc. and James B. Clayton, UNITY Consultants Inc.	11:00 AM
<b>February</b>	2	Board Meeting at Pear Commercial Interiors	7:30 AM
	14	General Meeting Lunch "Creating More without Spending More" Anthem BSBC, 700 Broadway, Denver	11:30 AM
	16	Audio Seminar at OfficeScapes Power Tools: Three Ways to Sharpen Your FM Planning Skills Speaker: Vicki Simons and T. Patrick Donnelly of BHDP Architects	11:00 AM
<b>March</b>	2	Board Meeting at Pear Commercial Interiors	7:30 AM
	14	Chapter Meeting-Facility Tour Arapahoe County Justice and Detention Center 7375 S. Potomac, Centennial	4:30 PM
<b>April</b>	6	Board Meeting at Pear Commercial Interiors	7:30 AM
	11	General Meeting Lunch Indoor Air Quality Maggiano's in Pavillions Shopping Center, 16th Street	11:30 AM

***Please note the Board Meetings are now held on the first Wednesday on the month.***

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July 1, 2004 - December 31, 2005

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July 1, 2004- December 31, 2005

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