



Fall 2006

VOICE OF THE ROCKIES

Denver Chapter of IFMA

Articles

IFMA Expo	1
Workplace Design Matters	3
How Good Is Good Enough?	6
Funding Upgrades for Your Facility	7

Features

Letter from the President	2
Management Maneuvers	8
Member Spotlight	9
This-N-That	9
Calendar	10
Programs	11

Editor's Box

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Janet Pogue
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Dan Gacnik

IFMA Expo Is Here!

We have wrapped it with AFEC!

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Location: Denver Merchandise Mart

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Go to www.afec.biz to register.

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IFMA Monthly Meeting

Wednesday, November 8, 2006 - 11:30 AM -1:00 PM

Speaker: Clarence Marsella
"Facilities Maintenance Requirements for T-REX"
Regional Transportation District
Reservations required

Keynote Speaker

Thursday, November 9, 2006
Speakers: Cindy Oakes and Pauline Williams
"Generations at Work"
Steelcase
Reservations Required

If you have any questions or comments, contact the IFMA Committee: LSchroer@BGLFC.com, Melanie.Smith@Schwaab.com, Patjharris@earthlink.net





Letter from the President Dean Stanberry

The Myth of Work/Life Balance

Hi. My name is Dean Stanberry, and I'm a workaholic.

Coming into the fall season, I find myself struggling with the issues of work/life balance. And, it occurred to me that I don't know very many people who aren't engaged in the very same struggle.

To illustrate the depths of my personal depravity, let me recount the last few days:

- September 4th – 8th: I'm preparing to leave on vacation for two weeks. which sounds normal enough, but I know that annual budgets will be due while I'm gone. The rest of the week is spent working until midnight.
- Saturday, September 9th: A blur of doing laundry, packing, and e-mail to my staff with lots of last minute instructions. But who am I kidding, the Blackberry and Laptop are going with me – so they can expect to hear from me daily anyway...
- Sunday, September 10th: A long travel day. But I have a 7 hour battery on the Laptop, so I continue to work on budgets the entire trip. The battery finally runs out half way through the X-Men movie on the plane, so I sort of start vacation about an hour and a half outside of Maui.
- Monday, September 11th: Get up and walk on the beach. It's warm and beautiful, but that doesn't stop me from responding to 8-10 e-mails on the Blackberry. That trend continues throughout the rest of the day.
- Tuesday, September 12th: I'm sitting by the pool writing this article since I didn't have time to get it done before I left and it's due tomorrow (sorry Pat!)...

Why am I telling you all this, you ask? Because, I would be willing to bet many of you can relate similar stories. After all, workaholics' treat this as a badge of honor. Look at how much I get done... Look at how productive I am...

But the reality is; the in the absence of work/life balance all other areas of my life are suffering in some way, shape, or form. My wife, also an acknowledged workaholic, and I recognize that we're missing out on our relationship. We enjoy spending time together, but lately we've been in different cities during the week and only get few hours together on the weekends.

I enjoy playing guitar, but I'm lucky to get 1-2 hours of playing time in a week. Health can suffer too as we tend to neglect regular doctors checkups, and eating well balanced meals is a distant memory. And last, but not least, professional development goes by the wayside (the roundabout point of this article).

Much like its close cousin, workaholism is a condition that can be cured. However, the afflicted must first recognize they have a problem (hence my opening "testimony").

I suspect this is a common condition across the IFMA Denver membership. In our surveys, and in conversations at meetings, I hear the same litany repeated over and over.



I can't attend meetings because:

- I can't leave the office during the day
- I can't attend meetings in the evening
- I have too much work to attend a seminar
- I have too many commitments to volunteer for a committee

If you recognize yourself in any of the above, you may be a workaholic too.

I'm reading a good book called "Making Work Work", by Julie Morgenstern. In it, she describes nine competencies one must master to survive and thrive in the office. The first, however, is to "embrace your work/life balance". If you can't take care of yourself, then you won't master the other areas either – including your professional development.

Supposedly, we don't have to put in those 60-70 hour weeks to be successful and valued in our jobs. I sure hope so, because I don't think I can keep up this pace until I retire. Yet I hope to continue to advance, developing personally and professionally, until that time. I believe most of us do.

So, if you see any of yourself in this message – join me in taking the pledge. It's OK if you fall off the wagon now and then (most career workaholics do), as long as you know how to climb back on before it affect those things you love and work so hard for.

Hope to see you soon,
Dean Stanberry
President – Denver Chapter of IFMA

Workplace Design Matters Janet Pogue

The vast majority (90%) of U.S. workers believe that better office design leads to better overall performance of employees. Nine in ten also say that a better workplace design makes a company more competitive. Respondents say they could increase the amount of work they do now by an average of 21% if they had a better-designed working environment. And almost half (48%) say they would actually work an extra hour a day if they had a better workplace environment!

These are the findings of a recent national survey by Gensler. Conducted by D/R Added Value, an independent research firm, Gensler's 2006 U.S. Workplace Survey reflects the opinions of over 2,000 participants from across the country in eight different industry sectors. The sectors included Legal; Accounting; Consulting; Banking; Financial Services and Insurance; Entertainment and Media Technology; Energy and Telecommunications; Retail; and Product Manufacturing. The average survey respondent is a middle manager or above, 42 years of age, in an office of 209 employees, from a company with 3,711 employees and \$354 million in annual revenues. These averages roughly correlate to U.S. office worker averages. Job types include all levels within the organization including staff workers, middle managers, and senior managers, including C-Suite executives. The sample matches U.S. Census data with respect to average worker age and gender. The Gensler study is the most wide-ranging and in-depth exploration of the link between workplace design and employee performance among U.S.-based companies that has been conducted in recent years.

There is an undeniable impact of workplace design on productivity and business performance. Executives agree. Nearly 90% of C-Suite and other senior executives say that a better physical working environment



would have a positive impact on their companies' bottom line. They estimate their companies would be able to perform an average of 22% more work if they had a better-designed physical working environment. Extrapolating from the responses of office workers at all levels and across all eight industry sectors, D/R Added Value calculates that American companies could generate as much as \$330 billion annually in added revenue if they provide high-performing workplaces. That's a big impact! In a competitive market, lost productivity could be the difference between a good and a great bottom line.

Although workers clearly feel that workplace design plays a key role in communication, collaboration, and job satisfaction, in practice, many businesses seem to ascribe a low value to workplace design. Close to half (46%) of workers do not believe creating a productive workplace is a priority at their companies, and 40% say that minimizing costs is the main reason behind their workplace's current layout. One in five respondents rated their current physical workplace environment as being only "fair to poor."

In the Denver area, Gensler is working with a number of companies, such as Deloitte, Western Union, Sun Microsystems, and GSA, which have identified workplace design as critical to innovating and competing in the 21st century. GSA challenged Gensler to design their own space at the Denver Federal Center as a catalyst for social change to improve the attitudes and behaviors of the workforce. Gensler designed a high-performance workspace to provide a more flexible and collaborative environment to improve how the organization worked. GSA was so intrigued with the role that workspace design can play within organizations that they wanted to better understand and measure the actual results. Working with the Center for Built Environment, the Pacific Northwest National Laboratory, and the National Institutes of Health, a series of studies were conducted. Compared to two other GSA sites, the Gensler workplace design significantly increased morale, reduced stress, created a sense of community, and connected people. The project is not only a GSA showcase nationally, but recently won the Mid-Atlantic Chapter CoreNet award for Outstanding Achievement in Best New Workplace Solution.

Business Week calls it "the Creative Economy." After cost cutting their way through the downturn, businesses across the board are refocusing on their need to develop new sources of growth. That means innovation – and a new focus on design as a way for companies to differentiate themselves in the marketplace. The survey demonstrates a link between the physical office and work processes such as innovation, collaboration, and creativity. Two thirds of workers believe they are more efficient when they work closely with co-workers. However, about 30% of workers don't think their current workspace promotes spontaneous interaction, collaboration, or cooperation and teamwork among colleagues and direct reports. Only 50% believe that their current workplace design encourages innovation and creativity. Yet it is clear that workplace performance can be a tool for generating ideas, shared learning and delivering breakthroughs that can take companies to the next level.

As companies compete, workplace design could be a real weapon in the talent war. Attracting new talent and keeping the talent that you already have is becoming crucial. Survey results overwhelmingly pointed to the importance of good workplace design for employee satisfaction. Over 90% say the quality of their working environment affects their mood and attitude about their work. Almost as many (89%) believe that the quality of their working environment is very important to their sense of job satisfaction. High-performance work environments not only function more effectively and efficiently, but also connect people to one another and reflect strong corporate cultures. According to Michael McMahon, Chief Procurement Office and Director at Deloitte Services, LP, "offices many be social destinations and places for productive work, but their more strategic roles are to be an effective communication medium and the physical connection with your company's culture and overall business strategy. They have to embody who you are, how you think, and what you stand for – the attributes that set you apart as an enterprise."



No one expects to spend a lifetime working for one company any more, but that only makes the competition for employees' hearts and minds more intense. Companies are looking for a virtuous cycle – people's sense of belonging helps retention; retention aids mentoring; mentoring builds expertise across an organization; and that expertise fuels innovation. Add to that a mobile and dispersed workforce, and the workplace becomes the physical stage for companies to thrive and reach their full potential.



Janet Pogue is the Principal/Managing Director of Gensler's Denver office, established in 1973. Gensler is a leading global design, planning, and strategic consulting firm with more than 2300 people and a network of 30 offices around the globe. Janet was one of the early members of the IFMA Denver Chapter and served on many committees over the past 20 years.

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How Good is Good Enough? Don Guizzetti

If something works 90% of the time, is that good enough? How do you determine if it is or isn't? Just how good is "good"? If something works "most of the time" or "almost always" is that acceptable? Where should we draw the line? What is the standard? Is quality relative or absolute?

Maybe the concept of quality depends on your perspective. A gun that fires most, but not all of the time is bad for the hunter, but better for the quarry. A parachute that "usually" works would probably not produce many complaining customers, but would still be a problem. The U.S. Army was proud of the Patriot missile during Desert Storm, although it was only 50% to 60 % successful in shooting down enemy missiles. Sometimes quality may be in the eye of the beholder.

There may also be times when the determination of quality is absolute and not relative. A 90% success rate would not be good for the surgeon or the patient. An airplane that delivered 95% of its passengers alive and intact wouldn't be very popular. A computer keyboard that worked 98% of the time would make 5 errors in a 250-word document and be an extreme pain. A person whose heart worked 99.9999999% of the time wouldn't be alive. Sometimes quality means 100%.

In building operation and maintenance, quality means being closer to 100%, in some cases much closer. If an air-handling unit started and operated normally 99% of the time that would mean it would malfunction close to four times per year. Multiply that by fifteen air handling units and that would be almost 60 service calls each year just to restart air handling units at a single large building. If 95% of the lights in a large building did not burn out each day there would still be hundreds bulbs to replace daily. If each of a building's elevators delivered 99.9% of its passengers safe and sound, there would be at least one maimed and injured person daily. Therefore, in actuality, 95%, 99%, or even 99.5% "uptime" or reliability factor isn't all that great. In some cases, anything less than 100% isn't very good quality at all. Here are a few examples:

If a piece of equipment was supposed to run continuously, that is all day, every day, it would run for 8,766 hours per year. If it ran for 99.5% of the time, it could be out of order for almost two days. That would be O.K. for one of many toilets, but not nearly good enough if it were the only one. Even a reliability factor of 99.9% for a piece of equipment would mean that it could be out of service for more than eight hours each year. It would be bad enough if this involved just one elevator or fan system, but if it were the fire alarm system, we'd have to shut the building down.

In some cases, the measure of quality is comparative, but in some cases, it is absolute. Sometimes the difference between 99.9% and 99.99% is only one event, but that one event, exception, or deficiency may be the difference between success or failure or even life or death. There are times when we need to operate at 100%. Often, "good enough" isn't.

Don Guizzetti is a member of IFMA and a past contributor to the Newsletter. He is principal at AIM Property Services, Inc. and can be reached at aimpropertyservices@comcast.net or 303-579-1987.



Funding Upgrades For Your Facility Dan Gacnik

Yes, more electric rate increases are on the way soon. Due to the fact that an ever increasing amount of electric generation is fueled by natural gas, electric rates will continue to parallel the upward trend in natural gas costs. As energy prices climb, there exists a constant challenge for facility managers to contemplate ways of making their facilities more efficient. I will discuss some creative options which you may want to consider in making improvements to increase the efficiency of your facility.

Performance Contracting

Performance Contracting is a creative way of implementing building improvements which are funded from utility and operating cost savings over time. This methodology has long been used with public buildings and is becoming increasingly popular in the private sector. By using savings to fund facility upgrades, many projects do not require any up-front capital which allows you to obtain higher quality, higher efficient equipment from a limited budget. This creative approach includes various financing options to minimize cash-flow concerns during the payback period. Over the long term, you can benefit from utility rebates, increased cash flow, enhanced asset value and preservation of existing capital dollars.

Utility Rebates

Many utilities across the country are offering rebates and incentives to help buy-down the cost of the installation of energy-efficient equipment. Compared to building new generation plants, these rebates represent a relatively inexpensive way for a utility to manage customer electric demand and usage, especially during peak periods. Xcel Energy is currently offering various prescriptive and custom rebates for T-8 lighting, high-efficiency motors, variable frequency drives, energy management systems and many other technologies. Rebates can fund 10-20% of a project or more depending upon the upgrades involved. Remember that many rebates require an application process and preapproval before equipment purchase, so plan accordingly.

Recommissioning

Recommissioning is an economical way of improving your building's performance without investing in equipment upgrades. In many cases, a building "tune-up" can provide enormous amounts of savings at very minimal costs. Locally, Xcel Energy is offering a Recommissioning Program whereby Xcel will fund 50% of the cost of a recommissioning study up to \$15,000. This study will help you identify ways to improve the efficiency and performance of your facility and include rebates for implemented measures. This process requires a preapproval process, so get the details before proceeding at xcelenergy.com.

Energy Policy Act of 2005

EPAct 2005 provides for a tax deduction of up to \$1.80 per square foot for the investment in energy-efficient commercial building property as part of a new construction or renovation project. This commercial building tax deduction is available for expenses incurred for the installation of energy-efficient equipment (within the scope of the ASHRAE/IES 90.1 Standard).

Summary

These ideas are to help you decide what you can do to provide more energy efficiencies in today's corporate environment where you have to be creative to make cutting edge changes.

Dan Gacnik has over fifteen years of experience in the energy services and related industries including with Xcel Energy. Dan is currently with Tolin Mechanical Systems, Inc. utilizing these creative strategies to help its customers pay for and implement various facility improvement projects. You can contact Dan Gacnik (dgacnik@tolin.com) or Walt Doderer (Wdoderer@tolin.com) at (303) 455.2825.



Management Maneuvers Pat Harris, CFM, IFMA Fellow RETIRED

This is the last Management Maneuvers column that I will be writing. I have officially retired as of September 1st. And I am off to do other things. I plan to stay somewhat active in the local Denver Chapter, but not so much as to interfere with my social life!

So this is a time that I want to look back instead of forward. I am musing over the years in Facility Management that I would not have predicted 25 years ago. I got into this profession by default. When I got divorced in 1977 I was a substitute teacher. The pay was \$25 per day. I knew I could not live the way I wanted on that. I was looking for some changes and happened to do an exercise in "What Color is your Parachute". The key line in there was "what did you want to do when you were young". I had wanted to be an architect, but my male math teacher in 1954 told me that I couldn't do that as a girl. I was crushed, but my mother encouraged me to prove him wrong. In high school I acquiesced to the culture at the time and became a kindergarten teacher. I did like teaching, so it was not a problem until I needed more money.

At that same time (1977), I ran into the Dean of the School of Architecture and told him my sad tale. He needed to get more women into Architecture so he encouraged me to go back to school. In fact he admitted me without having to take the GRE! So I spent 3 years in the Graduate School at CU in the Interior Architecture and Space Planning program.

After I graduated, I applied to several Architectural firms to find that the pay was even lower than teaching! So I decided to capitalize on the Space Planning part and got my first job at Storage Tech doing space planning and moves. It was the start of my Facilities Management career.

The career has been almost all I wanted. I have met some incredible people and done some really fun projects as well as having worked in good places. I have met very few people that I have been at odds with; thanks to my mother teaching me to "go with the flow".

Well as I bow out, I find that there still are a lot of interesting things happening in Facility Management. The new technologies are fascinating to me. I think the ebbs and flows of management theory, economic demands and changes in management style seem to cycle after a certain number of years. But it still is incredibly interesting to me.

I am going to stay somewhat involved in the industry as I have been working on a project in Boulder to build affordable housing near downtown in Boulder. That way I can ease out of real work into retirement!

I bid you adieu, but I do expect to see you every once in a while. Feel free to call me at home if you have a question or problem that I may be able to help with.

Pat Harris, CFM, IFMA Fellow, has been writing this column for about 18 years. During that time she worked for a number of different companies which always gave her new perspectives. She can be reached at patjharris@earthlink.net or 303-469-6026.

Member Spotlight: Melissa Hoffman



This Member Spotlight is on Melissa Hoffman. She is a Facility Planner /Project Manager for Great West Life. As a Professional Member she enjoys the network of people in this field and those that are related. She feels that membership in IFMA provides opportunities to share knowledge and experiences. The tours and informative programs that are provided are continued learning opportunities. In addition to the basic understanding of different topics a Facility Manager must have, the professional development and educational opportunities help keep you on top of your game.

At Great West Life Melissa enjoys a variety of responsibilities. They are the many and varied challenges that the facility management field brings up on a daily basis; move management, furniture specification, remodeling projects and tenant finish as well. Through all this the staff has found a way to keep each other laughing. I think they need to pass this little tidbit on.

Melissa has had the opportunity to visit places in Europe with their storied histories such as the Louvre in Paris, Cleopatra's mummy, the Rosetta Stone at the British Museum in London, Stonehenge and the amazing castles in Wales.

As an Iowa native there are two things in Colorado that Melissa never wants to take for granted, the weather and the incredible scenery. She enjoys this while pursuing one of her recently acquired hobbies, running. Entering a few events over the last few years has given her the taste for more. Aside from that Melissa enjoys home improvement projects as well as culinary challenges.

This N' That

Denver Chapter of IFMA Planning Retreat

All Denver Chapter of IFMA members and chapter leaders are invited to attend the Chapter's Annual Planning Retreat, which will be held Friday, October 20th from 7:30am – 3:00pm, at the offices of Merrick (2450 S. Peoria, Aurora, CO).

Barbara Zlatnik, Associate Director, Member Resources from IFMA International Headquarters, will facilitate a Strategic Planning Session. We're grateful to Barbara and the Headquarters staff for offering their expertise to help our chapter provide even bigger and better benefits to our membership.

We welcome your participation and input into the events and programs for the chapter in 2006-2007. Please register (there's no cost to attend) at www.ifmadenver.org and click on 10/20 – Planning Retreat.

Thanks for Volunteering

Thanks to Byron Edwards with Western Area Power Administration who has volunteered to be the Chair for the Education Committee. If you'd like to join the committee and help coordinate educational activities for our chapter members, call Byron at 720/962-7176 or e-mail him at edwards@wapa.gov.

We also appreciate Adam Crowell (The Floor Care Co.) and Ed Morris (Medtronic Navigation) volunteering to be Co-Chairs of the Membership Committee. If you'd like to join the Membership committee and help coordinate services for our chapter members, contact Adam at 303/934-0474 or adam@floorcareco.com or Ed at 720/890-3222 or Edward.morris@medtronic.com.



Changes to Note

Laura Walsh is now working for Humanscale. Her contact information is:

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www.humanscale.com

Calendar

October	4	Board Meeting at Pear Commercial Interiors	7:30 AM
	8-10	World Workplace 2006 Conference and Expo San Diego, CA	
	17	Denver - Scenario Planning and How Work Will Change Maggiano's Little Italy Downtown	11:30 AM
		NOTE: DATE CHANGE	
	19	Webinar - OfficeScapes Sustainability: How Your Short Term FM Strategies Affect Your Long Term Goals Speaker: Thomas Grogan, Grogan Associates	11:00 AM
November	1	Board Meeting at Pear Commercial Interiors	7:30 AM
	8-9	AFEC—Advanced Facilities Management and Engineering Conference Registration required	
	8	Denver Lunch Meeting —Keynote Speaker Clarence W. "Cal" Marsella, General Manager of the Regional Transportation District (RTD) Denver Merchandise Mart—Expo Hall	
	16	Webinar- OfficeScapes Improved Energy Performance through Automated Benchmarking	11:00 AM
December	6	Board Meeting at Pear Commercial Interiors	7:30 AM
	12	Annual Holiday Party	

NREL Tour Enjoyed by Many

Over 50 IFMA members and their guests were treated to a tour of the facilities of the National Renewable Energy Labs (NREL) in Golden on Tuesday, September 12. The presentation explored several new ideas and related technologies that are relevant to Facilities Managers and projects they may be involved in. The tour contrasted the "state of the art" building 25 years ago with one that is being occupied over the next several months. The new "state of the art" building incorporates materials and planning that have been learned over 25 years. It was very interesting and we thank NREL for having us.



Programs

October

October 17, 2006 – 11:30am at Maggiano’s Little Italy Downtown

(Please note the change of date due to IFMA’s World Workplace)

Topic - **Scenario Planning and How Work Will Change**

Speaker - Bob Cox, Workplace Strategist, Herman Miller, Inc.

Cost - Members - \$25; Non-Members - \$40

Who knows the future? Aside from physic friends, most of us don’t know what the future holds. Scenario Planning was first introduced in the 1940’s by strategist Herman Kahn for use by Rand Corp. to provide ideas of what the future may look like based upon present day realities. Scenarios are not predictions but possible futures based upon plausible, relevant and provocative stories.

We have evaluated emerging work trends to articulate three plausible futures. We will show a glimpse of those futures and then share several propositions about the changing nature of work and the workplace to help you gain a better understanding of the unpredictable nature of shifting trends - social, technological, environmental, economic, and demographic - that are likely to influence decisions about your facilities.

To register for the meeting, go the Chapter’s web site, www.ifmadenver.org, and click on 10/17/06 under Events.

November

November 8-9, 2006 – Denver Merchandise Mart

The Denver Chapter of IFMA has joined with AFEC to present the **Advanced Facilities Management & Engineering Conference**

See the article in this edition of the Voice of the Rockies for more details.

December

December 12, 2006 – 5:00pm - **Holiday Party** at The Tivoli on the Auraria campus.

Make sure you save a slot on your busy holiday calendars for this annual event. We’ll hold our Third Annual Silent Auction so be thinking about what you’ll donate. Also, there will be a Toy Tree that chapter members will fill for the Colorado Coalition for the Homeless. Look for details in the November and December editions of the Update.



Congratulations and Thank You, Thank You, Thank You...

Pat Harris, CFM, IFMA Fellow, a long-time member of the Denver Chapter of IFMA, has officially retired from Anthem/Blue Cross Blue Shield. In her professional facility management career, Pat has also worked for StorageTek, Minscribe, Cadnetics, NCAR, ICG, and @Link.

Pat's retirement doesn't mean we won't see her smiling face any more at IFMA events! She will continue working for the Denver Chapter of IFMA as a "consultant" to the Voice of the Rockies editorial staff and other chapter committees.

Pat joined IFMA in 1983, when the Denver Chapter of IFMA didn't even exist! After a layoff, she rejoined IFMA in 1987. Pat has served as the chapter's Treasurer (twice!), Chair of the Education Committee, where she launched the CFM Exam Workshops, and a member of the Membership Committee. She's also been the Chair of the Newsletter and has written the "Management Maneuvers" column for 18 years! Pat has always been willing to raise her hand to help the chapter in many other ways – everything from serving on a special task force to picking up the phone and making calls.

In addition to serving the Denver Chapter of IFMA, Pat has been active in the Public Sector Council and has held several positions including President the year the Council received the Council of the Year award. In 2003, Pat received one of IFMA's most prestigious designations – IFMA Fellow.

Pat says the thing that meant the most to her as an IFMA member was the way other IFMA members were "unbelievably helpful to me and I so appreciated their help that I committed myself to always doing that for other new members." Those of us who've had the privilege of interacting with Pat can attest to the fact that she's definitely followed through on that commitment!

Pat's advice to other facility managers is to keep up with the facility management industry by attending seminars, reading professional articles; discussing issues with other professionals, keeping your curiosity active and taking advantage of every opportunity for learning about facilities management.

When asked what you're most looking forward to in retirement – Pat responded "sleeping in!" However, knowing Pat we can't imagine that she'll spend too much time lounging around but will continue to be active not only with IFMA, but in our community.

All of us in the Denver Chapter of IFMA wish you much happiness (and sleep time) in your retirement and want you to know how very MUCH we appreciate you and all that you've done for IFMA.

Pat's new contact information is: 303/469-6026 (home phone), 202/594-1362 (cell phone) and e-mail address of patjharris@earthlink.net.



CFM Certification Workshop



If you've been thinking about taking the CFM (Certified Facility Manager) exam, but you're not sure how to prepare, this course is for you!! The workshops will cover the nine competency areas for certification and the curriculum will follow the CFM Study Guide, published by IFMA International. Chapter members who are highly experienced and effective instructors will be teaching the classes to assist you in preparing for the CFM Exam.

The Denver Chapter of IFMA will be hosting CFM certification workshops on Saturday, October 28th and Saturday, November 4th. Each Saturday session will be a day-long event, and during the two days, we will review each of the nine areas of competency that are covered on the exam.

This opportunity is open to all chapter members and nonmembers. Each student will receive a "CFM Bundle" of three valuable publications from IFMA International (the CFM Study Guide, CFM Handbook and The Facility Management Handbook) that will help you through the course and exams, and that you will reference for years to come! We hope you will take advantage of the educational opportunity and give your facility management career a competitive edge!

If you have any suggestions or questions, please contact Byron Edwards, Western Area Power Administration, 720.962.7176.

Registration Deadline
10/01/2006

Event Fee
Member fee: \$125.00
Nonmember fee: \$425.00

Location
Anthem, Blue Cross Blue Shield. Just north of the intersection of Broadway/Lincoln, 6th Avenue, and Speer Boulevard.

Meals
Lunch will be on your own

Registration
Registration is required for this event. To register for the classes, go the Chapter's web site, www.ifmadenver.org, and click on 10/28/06 under Events.



**Denver Chapter of IFMA
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