

VOICE of the ROCKIES

Denver Chapter of IFMA Newsletter

Newsletter

Editor's box

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We have no Letters to the Editor this issue.
Be sure to send comments and questions to Pat
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Summer Social

Special Pricing

The cost is \$35.00 for individual members, \$50.00 for a member AND one guest, or \$50.00 for an individual non-member.

Individuals can register on-line at
www.ifmadenver.org or call the IFMA
office at 303-771-4503 to receive
the special guest discount!



From the Pen of

the President

IFMA

TRACEY MCDONOUGH



By the time you read this, the prettiest spring I remember since moving here in 1993 will be over, and we will officially be into summer. If you're like me, the sight of those snow-capped mountains and green valleys puts me at peace on even the gnarliest day. As I write this, I look forward to manning a tee box at the IFMA Golf Tournament next week at Fossil Trace and soaking up the magnificent ambience of that place. So glad we're returning there this year!

We leave spring with our first IFMA Professional Development Expo behind us. The Expo committee truly outdid themselves! After hundreds of volunteer hours, a million details came into place that day without a hiccup. Professional members attended who haven't appeared at IFMA functions in a long time, and their extremely positive comments on the seminar sessions let me know we had indeed provided a valuable educational opportunity. I'll be forever grateful to the Expo Committee who worked so hard as well as the exhibitors and attendees who rolled the dice on participating.

A change in the chapter bylaws has been submitted to IFMA International for approval requesting a change in the term of officers and board members from July through June to a calendar year format. Once approved by International, all voting members of IFMA Denver will receive a ballot form asking your approval of same. This process of approving the Bylaws, either as is or with amendments, is being done simultaneously with chapters around the country. We saw this as an opportunity to enact this change which we feel will dispel a lot of confusion created from simultaneously budgeting for a new fiscal year while recruiting and initiating a brand new board. With this change, the seated board can now follow through with initial implementation of the new

fiscal year budget, making for a smoother hand-off to new officers and directors.

Look for the ballot form very soon to cast your vote. A 2/3 positive response will enact this change. Current officers and directors have graciously agreed to stay in office until the voting is resolved and/or until January 1, 2006, if officially put into effect. My sincere thanks to the current board for taking on additional commitment beyond working so hard this past year!

Looking ahead, these folks will definitely be ready to hand off the reins to new individuals committed to the success of our chapter. I encourage you to consider advancing yourself professionally and personally by getting involved in our leadership. Beyond personal gains, your contribution will help ensure the continued strength and value of IFMA Denver as well as the facility management profession itself. Call me if you'd like to discuss the many levels of contribution and where you might best fit. I know you'll make many invaluable friendships, as I have.

Best regards,

Tracey McDonough



Management Manuevers

Pat Harris, CFM, IFMA Fellow

Property vs. Facility Management

A couple of years ago I wrote an article about what the differences are between Property Management and Facilities Management. I was a little vague about the differences and I was just developing my own opinions about the differences.

In recent months I have become a lot clearer about those differences. However, it is not a "right or wrong" -it is not a matter of principle-it is a "style" thing.

Because of recent changes in my company I now report to the CFO arm of the company. They are "property managers" since they are only looking at the bottom line. In public companies, it is something that apparently the stock analysts care about. They are more concerned about number of FTEs than they are about actual costs. This attitude permeates throughout the decision making process. If we can hire it done and not hire the people, do it that way.

Here is my perhaps too simplistic view (and a little prejudicial!) of the differences.

Property Managers concerns:

- Do what you have to do to keep the "lease" in tact.
- Contract the labor-don't want them on the employee list
- Answer the concerns of the customers only if you can do it with no additional cost or time.

- Strategic planning is for a complete year at a time. Tough cookies if you were wrong with your predictions; we can't help you until the next budget year-unless you pay for it.

Facility Managers concerns:

- Make sure that the individual workers are not distracted by things that the facilities department can take care of. Keep the worker focused on his/her tasks since they will be more productive to the company if they are satisfied with the work space.
- Be ready with solutions even if it has been unpredicted. Help them with their space needs as quickly and efficiently as possible.
- Find the best prices because it is the right thing to do for the company as a whole.
- Make decisions with a corporate hat on since all decisions impact the whole company.
- Do on-going strategic planning so you can offer the most cost-effective solutions.

I would like to hear from you! Give me some input on whether this is too simplistic. Argue with me and I will respond in the Letters to the Editor column. I can be reached at Pat.Harris@anthem.com.

Expo 2005



2005 IFMA Professional Development Expo Committee

Pictured: Catherine Henry, Aramark (Co-Chair); Jackie Wesley, Charles Schwab & Company; Lois Calamia, Computer Associates; Lynda Schroer, BGL Associates (Co-Chair); Jean-Pierre Sijmons, City Plantscaping; Melanie Smith, Charles Schwab & Company; Tracey McDonough, BELFOR; Steven Longenecker; ZM Management Group

Not pictured: Lisa Brooks, Citron Office Furniture; Walt Doderer, Tolin; Katy Severinsen, Aramark; Kim Davidson; Robin Kazmeroff; Tony Alvizu, Mary Hood from Digital Roads.

The Denver Chapter of IFMA hosted a premier event Expo 2005 for Facility Professionals at the DU Cable Center on April 12, 2005.



The EXPO was a wonderful success. The organizing committee did an outstanding job with all of it. The seminars were well received and the vendors out did themselves with their exhibits.

The committee is already working on the next Expo to be held in 2007. A big THANKS to everyone who worked on the committee.

IFMA Sponsors

\$1500 PLATINUM

- BELFOR
- OfficeScapes
- Tolin Mechanical Systems Co.
- Long Mechanical Solutions
- North American Property Services, Inc.

\$1000 - Gold

- COCAT, Inc.
- Disaster Restoration, Inc.
- Landscape Forms, Inc.

\$250 BRONZE

- Climate Engineering

IN KIND SPONSORS

- Pear Commercial Interiors
- Freeman Property Advisors
- Colorado Real Estate Journal



We're Going To Do What?

DR. DOUG ALDRICH,
CFM, IFMA FELLOW

Your boss just popped the question, and it has nothing to do with matrimony. "How soon can we outsource the FM department?" The answer comes from either your good planning or hoping the "Outsourcing T-Rex" will not spot you if motionless. As an astute FM, the above question can be a routine one at your annual appraisal, rather than a "deer in the headlights" nightmare. Being ready doesn't mean outsourcing won't happen, but it puts the decision-making on a well-understood, rational basis. While I've never been "thrown over the wall", I've orchestrated my FM jobs in an aggressive mode to consider O/I (outing/ining etc) as viable alternatives, rather than blindly waiting for the "bite".

O/I won't become extinct.

The industry is growing and becoming more diversified, as companies see FM to be more profitable than other business units. These services can be a consistent revenue stream, rather than the peaks/valleys of projects or awards. Organizations realize that money and head-count can be saved with smart O/I; they also know that bad implementation gives bad costs and poor benefits. Thus, the pendulum will swing, but O/I will not disappear. Let's (smartly) presume that external providers are capable, and will step up marketing efforts to convince companies to make a small (or big) switch. What then should you be thinking and doing to answer your boss' dreaded question? Let's go back into the past (not 65 million years!) and begin preparing you and your FM department for it.

Understand your service menu.

There are three parts to this process:

- Prepare a matrix, putting user groups across

the top and FM offerings down the side. (If you have only one group, you're lucky. At Dow Corning, I found out that scientists, engineers, marketers and financiers had rather different viewpoints.) Then list those services which you deliver, control and influence (all three exist), and include current metrics as seen by users. You may have other measures you use as your own, but your customers won't likely care about them.

- Use the matrix to gather information and aggregate it for analysis. I recommend pre-tested surveys, personal interviews, group work sessions and casual chats as inputs. You'll want to assess what they "need versus want" to receive, their important metrics (timing, cost, quality), and their overall satisfaction.

- Analyze all data, revise your menu and adjust any metrics. This is a baseline of priorities and values as seen by your users' eyes. It might also be a good time to validate your menu with those of other FM's in the same line of work.

Advertise like a new restaurant!

Publicize your menu to your user community, and tell your management stakeholders what you're up to. Part of the process is to periodically inform people how well you're doing; the other part is to obtain feedback. When your users are well satisfied, ask them to tell their bosses; when they're disappointed, ask them to tell you. (Getting the heat is secondary to getting input!) Like any new eating establishment, some dishes need fine-tuning and others deserve deletion. By making changes visible, your clients see steady improvements. I heard the Dow

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Corning analytical lab had high vendor costs for nitrogen storage dewars. We quickly decided to buy empties, fill them from our large liquid nitrogen tank, and deliver them upon request, which saved both time and money. The FM staff became known by word-of-mouth to be great problem solvers, and requests for services kept coming!

Use your greater knowledge.

FM's know buildings better than anyone. Communicate frequently in small bites, and don't accumulate everything for one cataclysmic event. (A person needs a quart of water per day to live; 30 quarts on the last day of the month isn't quite the same.) Use lunch conversations, selective e-mails, user meetings, elevator speeches, and sidebar facts during management inspections to drill your points home. Volunteer to lead tours for important visitors, and they will return good comments to your executives. Package your information so data/facts are boiled down for your non-FM audience; use simple analogies such as the home or automobile to make your case. While being 100% honest, you also want to build perceptions that the company buildings are complicated, and the organization is darn lucky to have you on top of them!

Take your own O/I actions.

I had user teams in each of my lab buildings; they were resources to ask questions, try ideas, critique activities, and implement decisions. When we changed lab chemical suppliers, they insured all substitutions were compatible via a user network. The vendor was amazed, as they previously used top-down hammers to get this done (poorly). Users were consistently aware of our efforts to drop non-valued services, reduce costs of valued ones, and/or obtain their buy-in on necessary changes. We had supplier reviews, in which we discussed what equipment or materials they were selling to us, and how they were judged by end users. The volume of information and our openness in sharing yielded ideas for improvement by the external contract provider. Vendors appreciated opportunities to discuss taking over other services that we wanted to move externally. (If any offering were not needed, we eliminated it, rather than revert to O/I as a dying gasp.) Each year at budget time, I clearly outlined expense and capital needs, with clear lines of demarcation about what would be eliminated or was

going out the door. I wouldn't fall into the traps of "just squeeze it in" or "trim 5% from everything". It helped when key managers stood up and defended my budget and proposed actions that supported their missions. Constant pruning and revising my service menu instilled confidence that the lab FM was ahead of the curve.

It is a critical moment when you appropriately decide that an external service will be better than your internal one. That's an FM responsibility to your company; it is not preserving status quo and being satisfied with tradition. We need to be leaders and decision-makers; taking an action plan to the boss is a masterful stroke to demonstrate this. I think FM's must place themselves in the communications crossroads of their firm, so they are consulted on all issues of the physical workplace. This may require sitting with other support associates such as purchasing or engineering, and helping them to examine O/I opportunities that you see for them. I was invited to work with several process improvement teams, by facilitating "as-is" and "to-be" flowcharts. It honed my skills and helped my peers; willingness to help was viewed positively by them too.

I had labs at a chemical plant, with fine process engineers, who didn't do well on facility projects or operations. Despite efforts to train and use them, it just wasn't working; so I took them off my "preferred supplier" list. They said, "You can't do that; you have to use us since we're internal to the company!" I said "I'm sorry, but you had lost out to a more competitive provider!". Then I did a major renovation and an expansion with external A/E's, subsequently maintaining the buildings with external contracts. It established a new behavior pattern and philosophy for the site: your work must be valued to keep it!

Coping with the O/I request (or order?).

Before any service provider can be hired, an RFP has to be prepared. Think through how you would RFP your current department; that may suggest O/I improvements to you. Enlist purchasing, legal or trades people to help analyze your internal performance contract. You might be surprised at the findings!

If you are in the middle of an O/I situation, be careful of those "one supplier does all" promises. I like to have two, one on the line and one in the wings, because

Continued on page 7

competition is a wonderful tool. A locked-up, sole source can become too comfortable (internally or externally) and the performance edge becomes lost. Over time, the expectations bar continues to go up, but that doesn't often happen without the sound of footsteps behind service providers. Do you believe your position is impossible to displace? Nonsense, that's what precipitous O/I is all about....your management saw a better deal!

O/I Isn't easy!

It takes as much work, and maybe more, to orchestrate and manage an external service provider as to care and feed an internal one. Reading the small print, thinking about add-ons/non-includes, and understanding terms/conditions can push an initially satisfactory cost and drive it through the ceiling. On the other hand, quality may improve, and costs may go down. Would your operation improve if you scrutinized your work processes as rigorously as that of an O/I firm? The external provider might be hungrier, have the latest skills, or be willing to change---how would you answer those issues about your group?. Inertia can be fatal to internal FM organizations.

Is there gold at the end of the rainbow?

I know a company that outsourced its entire FM staff of a corporate HQ campus. The provider picked up all the key people and used their knowledge/experience to make a smooth transition and provide top-notch services. That provider was later bought out by a major player, and the FM's found their personal careers were enhanced as well. Sometimes there are casualties, but many times the O/I situation is advantageous for not only services but also self-worth and career growth of the previously-internal people. An O/I change may certainly be more satisfactory than some of the headlines about corporate acquisitions and takeovers occurring these days.

In summary, continually practice O/I, whether on paper or in deed. Communicate your capabilities and expertise that are core competencies; be prepared to sacrifice personal pets for the organizational good. Be a good steward of the physical environment that costs your firm 10-20% of its money. More importantly, think how that percentage can leverage the other 80-90% of the cost structure; be the service provider that makes that impact occur routinely. It's an awesome opportunity to seize

and a fine FM role to play; a sudden O/I challenge or crisis doesn't have to diminish them one iota.

Should you prepare your FM organization for O/I, knowing the day may never come? Absolutely! You have a professional responsibility to do that for your enterprise, given the many trends and issues confronting our work environments. Who better to monitor, plan, communicate and act than an FM?

Dr Doug Aldrich, CFM, IFMA Fellow worked at Dow Corning in Michigan for 38 years, 20 in technical/management positions, and 18 in FM. He designed, built and operated labs around the world, with his last one in China. He joined Turner Construction as VP-GM of a start-up FM business, and just opened his own consulting firm as career #3. He has been active in IFMA International and served as our chair during 1998-99. Doug recently moved to Colorado and is active in the Denver Chapter of IFMA. Doug can be reached at 720.253.8974 or doug.aldrich@comcast.net



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IFMA / Denver would like to thank our sponsors, volunteers, guests and players for their continued support!!! ENJOY your day with us...

2005 IFMA / Denver Golf Tournament Sponsors

Please join with IFMA / Denver in thanking our outstanding sponsors for the generous contributions to making this tournament a success!

Hole #:	Description:	SPONSOR:
#1	Par 5	Haynes Mechanical Systems
#2	Par 4	North American Properties
#3	Par 3	Officescapes
#4	Par 5 "Men's Longest Drive"	IFMA Denver
#5	Par 3 "Women's Closest to the Pin"	Herman Miller
#6	Par 4	Tolin Mechanical Systems Co.
#7	Par 4	COCAT, Inc.
#8	Par 4 Marshmallow Drive-Win \$75	Family Pathways "CHARITABLE GIVING"
#9	Par 5	Long Mechanical Solutions
#10	Par 4	BELFOR
#11	Par 3 "Men's Closest to the Pin"	Disaster Restoration Inc.
#12	Par 5 "Straightest Drive (All Players)"	IFMA Denver
#13	Par 4	American Civil Constructors
#14	Par 3	Facilitex Office Furniture
#15	Par 5 "Women's Longest Drive"	IFMA Denver
#16	Par 3 "HOLE-IN-ONE" PRIZE: Triumph Rocket III & Bonneville Motorcycles	ERICO MOTORSPORTS
#17	Par 4	KNOLL
#18	Par 5 Longest Putt (All Players)	
	❖ Breakfast Sponsor:	Colorado Asphalt Services, Inc.
	❖ Lunch Sponsor:	Pear Commercial Interiors/Haworth
	❖ Putting Green:	Western Restoration Services
	❖ Driving Range	Summit Services Group, Inc.
	❖ Beverage Cart:	CORT Furniture
	❖ Photography:	Preferred Painting
	❖ Photography:	Turner Morris Roofing
	❖ Registration Table	Heating & Plumbing Engineers, Inc.

Thank you to all the Sponsors and Companies that also donated wonderful "Door Prizes"!

IFMA/Denver 2005 Golf Tournament was June 15, 2005

CONGRATULATIONS! Dave Campbell / TCF Bank Team - Hole-in-One on #3 135 yards.
Dave won \$250 gift certificate to the proshop!

First Place: 50 BCER Engineering - Frank Seprino, Dave Blanco,
Mark Meyer, Mike Seda

Second Place: 52 ABM - Shane Foreham, Ty Molliconi,
Sandi Schroeder, Curt Schneider

Third Place: 53 Xilinx - Tom Stoffel, Sue Mesch, Bruce Schrader, Jerry Arvoy

Highest Score: 81 Nextel - Jeff Ivey, Dave Griswald, Don Walters, Barb/Deb

Contest Holes:

Closest to the Pin: Ladies - Beth Mavelle
Men - Mark Iespersen

Longest Drive: Ladies - Priz Mikkelson
Men - Scott Rigsby

Straightest Drive: Lonnie Duran

Longest Putt: John Taylor

Longest Marshmallow: Nathan Koonce/Inovonics Wireless Corp. won the longest marshmallow drive at the Family Pathways of Colorado charity hole. Nathan won \$75.00 Gift Certificate to the proshop and a Family Pathways' shirt and jacket.

Family Pathways works very hard to provide a bright future for Colorado children whose backgrounds include instability, neglect and abuse. \$228.00 in donations were raised along with our awareness about their wonderful efforts and support. Thank you Jodi Korthuis for participating!

Many Thanks to all who participated and to those who sponsored this wonderful event.



Time to Talk

Snow Removal

IFMA

TOM FOCHTMAN, OWNER
COCAL LANDSCAPE

Think about snow removal in July? You must be kidding! I am not. It is not uncommon for the Front Range of Colorado to receive snow in September and that is only 2 short months away. Facility and Property Managers should be contracting for their snow removal services now.

Most would agree that snow removal can be one of the more difficult services to contract. It typically does not snow enough in Colorado for contractors to have as much snow removal equipment as we would like and the contractor often encounters staffing issues. It is quite common to contract with your landscape maintenance contractor, which can be a good fit, if the equipment, manpower, insurance coverage and overall capability are there. Your landscape contractor is appreciative of the winter revenue and it help keeps the relationship strong over the dormant landscape season. Being a landscape contractor myself, we are very keen on servicing our customers 12-months of the year and providing snow removal services is a big part of maintaining the relationship.

There are new and exciting options available to facility managers that did not exist in the past. Contracting terms have become more flexible and there are new and improved products available to assist the contractor.

- The days of Time & Material billing are becoming a thing of the past. Not a bad way to go, but there are alternatives today that may fit your budget better.
- Flat Rate Pricing: Many contractors are willing to lock in pricing based on the depth of a storm.

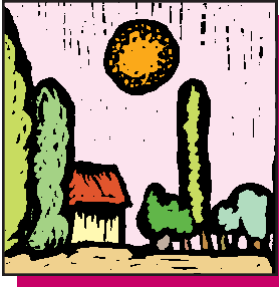
They will provide pricing for 2" - 4", 4" - 6", etc. Removes some of the "mystery" of the T&M honor system.

- Seasonal Pricing: Some contractors will provide lump sum pricing for the entire snow season. This puts more of the risk on the contractor and can make budgeting easier for the manager. In a mild winter you may overpay a bit, but our experience has been that it all evens out over the course of 2 - 3 winters. The real advantage to a manager is not blowing their budget in a heavy snow year.
- There are hosts of new de-icing and preventative products on the market today that can ease both your liability associated with slip & fall incidents as well as reduce your snow removal expenses. These products are environmentally safe and do not damage turf and plant material.

Many of our customers at CoCal Landscape have moved beyond the traditional T & M pricing structure. You may want to consider talking to your snow removal provider about alternatives to the program you are on today. You can form a stronger partnership with your provider as well as reduce both your potential liability and your annual expenses associated with snow removal.

Also, do not delay in beginning the snow removal contracting process. Contractors book up early and it is very easy to get caught up in the challenges associated with managing your facilities and all of a sudden get

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The World According to Upper Management

JOHN VAUGHN
CITY OF LAKEWOOD
FACILITIES

Many organizations are presently experiencing some hard times. The economy has just not bounced back as quickly as most of us would have wished. Naturally, each organization responds to economic challenges in a unique way. While I am sure that my experiences with upper management are quite unique, I thought I would share them with my friends and associates in the hope that others might benefit from these enlightened ideas.

Because of the current hard times, my boss often asks me to think "out of the box". What he means by this is that I help him to polish up his old ideas so that they appear to be new. I am never to suggest anything that he hasn't already thought of; that would suggest disloyalty. He expects me to be innovative without upsetting established methods of doing things. I am challenged to come up with some creative new ways of handling personnel issues without disturbing the current "corporate culture."

My boss is demanding. He tells us that we must do more with less. We must fix things rather than replace them. We must learn to recycle. But under no circumstances are we to lower the quality of services provided and we are not to inconvenience the important people in the organization.

We must bring energy costs under control. This must be done without forcing people to turn off lights, adjusting room temperatures, or lowering pool temperatures. We cannot expect older employees, especially those in management, to alter their habits. Their large brains must remain unencumbered by daily inconveniences.

It is very important, I am told, to take a positive approach

to pay freezes, lay-offs, and no promotions. Above all, we must keep up moral. We must use original thinking in our approach to these problems so that the organization does not appear to be self-satisfied or smug. We do not want the workers to lose respect for upper management under any conditions.

It's lucky that I work for such an enlightened organization. While many old-fashioned, stick-in-the-mud establishments are cutting back on such things as continual remodeling, management golfing lunches, and new cars every year, we continue to stay on course. This year we will replace our Finance Director and the numbers will begin to look much better.

John Vaughn is a Facilities Maintenance Supervisor in the Planning and Construction Division for the City of Lakewood. He has been involved with IFMA for several years.

John can be reached at johvau@lakewood.org.

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caught in an early Fall snowstorm. Start contract dialogue early on and be better prepared for the unexpected snow event that is not that unusual in Colorado.

Tom is co-owner of CoCal, is a Landscape Architect and Certified Landscape Professional. Tom has been a member of the Denver Chapter of IFMA for over 2 years and is also active in the Pikes Peak chapter.

He can be reached at tjfochtman@cocal.com or at 303-399-7877.

Chapter

Changes

Beginning in July 2005, dues for new members and membership renewals for the Denver Chapter of IFMA will be changing. The dues will go up from \$245 to \$299 a year. This increase will allow the chapter to provide our members with quality programs, publications and address even more needs of the chapter's members.

Also, the Board has voted to change the terms for chapter officers from the current July 1 to June 30 to the calendar year. This will take effect in January 2006. As a result, the current Executive Board and Committee Chairs have agreed to extend their terms through December. A special thank you to all who have committed this extra time and service to the chapter.

World

Workplace



More Than an Event ... An Experience!

IFMA has served the FM profession for 25 years! The information you receive at IFMA's World Workplace is backed by 25 years of research, education, forecasting and career development for facility professionals. Solid reputation. Proven track record. Quality programming for every level of FM.

IFMA's World Workplace can help you increase your productivity and value to your company.

Come celebrate IFMA's silver anniversary in historic Philadelphia October 23rd to 25th. With several registration options to choose from, you and/or your FM team can attend one day, two days, or take advantage of the full three-day World Workplace experience.

Early Registration deadline is August 28, 2005. Go to www.worldworkplace.org/northamerica/2005 for more details and on-line registration.

THIS 'N THAT

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:

Lisa Brooks
Golf Tournament Co-Chair

Harry Hill
Golf Tournament Co-Chair

CFM Classes

The Denver Chapter of IFMA is again pleased to offer the CFM Exam Workshops to prepare you to take the CFM Exam and obtain your CFM designation. This year, the classes will be held on two consecutive Saturdays, September 10th and 17th. Mark your calendars and watch for more details in the near future.



A MOVE...

Whata' Ya Mean a MOVE!

Yep, that's how 95% of us react when we get the assignment from the "gawds above"...some of us freely verbalize our reaction and others of us quietly choke. Yep, the top most stressful events in life are death, marriage, divorce, loss of job AND moving!!! Well, take a deep breath....it doesn't have to be as fearful and stressful as we make it. You have to first look at the BIG picture and then dissect it in parts....kinda like getting the elephant home....you can't get him home in one piece; it takes strategy, a plan, communication and patience.

The strategy piece.

A successful move is just like a wedding....the key is planning, planning and more planning; on move day you should see the fruits of your labor come to fruition with minimal involvement of the move planning team.

First steps first, identify the overall scope and business requirement dictating the move. What is the overall scope of the move, are we moving: 25 people, 50 people OR 3,000 people; are they moving all their personal effects, their computers and/or their furniture; and just how quickly do we need to make it happen?

Who needs to be involved in the process (i.e., data/telecommunications technicians, furniture installation, movers, security, construction contractors, etc.)? When do their services need to be engaged? Do we have the resources to plan and manage the work in-house OR do we need to out source it? What operational/business requirements affect the move schedule and/or plan (i.e., budget, finance billings, fiscal year activities)?

The plan

Now that the "hunting & gathering" piece is done....all the questions have been asked and answered it's time to put the BIG PICTURE schedule together. Every move is different and the scope is different; there's no "cookie cutter" solution but thoughtful, focused planning will definitely pay off. Start from "D-Day" (deadline day) and work backwards. What dates are most critical to meet this date and where do they fall into the timeline; schedule involvement from the other critical project components (i.e., movers, furniture installers, data/telecommunication technicians, electricians, utility vendors, construction contractors, specialty vendors)? Identify any "what ifs" AND always have a "Plan B" to cover them....remember Murphy is working hard to challenge you; if you plan for the "what if" it's likely that you'll never need it BUT if you don't it's almost a guarantee that you'll wish you had.

Communication

As we discussed in the beginning the move is a very high level stress event....kinda' like a bomb that you can either choose to detonate OR NOT.

The best advise I can give is to openly communicate to those staff directly affected as soon as management has publicly announced the event. The masses don't need to know the minutia details (they wouldn't understand them anyway) BUT the BIG picture info and the details that affect them (when do we get boxes, do we get to take our chair, what time do we move, etc) will go a long way to easing the tension and fear.

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IFMA

Community Service

EXTREME MAKEOVER Project

Extreme Makeover Project • July, 2005

Each year the "IFMA" Community Services Committee organizes a project where Chapter members work together to help a worthy non-profit organization.

In March, we announced that our 2005 project would be to assist Pear Commercial Interiors, with an "Extreme Make-over" of the classrooms at the Denver Children's Home, (DCH) Colorado's oldest charitable institution. The Denver Children's Home was founded in 1876 and is a residential and outpatient treatment center for traumatized, abused and neglected children aged ten to eighteen. The classrooms at the Denver Children's Home are in great need of improved functionality, so they may provide the best possible educational environment for their residents and patients.

The plans for this project are almost complete, and in the next Newsletter, we will have a list posted, letting you know what is needed to make this "Extreme Makeover" possible, and how you can help. Thank you to everyone who has expressed an interest in participating in this year's project. We appreciate your charitable spirit and your patience.

I will post the list in the Newsletter and on the website. Once the list is posted, if your company can provide time, services, finishes, or any of the items that will be needed, you can contact me, Paulette Grant at 720-290-4678 or email me at paulette_grant@bartonso-lutions.com.

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The patience piece

Okay, you've strategized, planned and communicated....now be patient as your efforts evolve and remember to BREATHE (at my age my memory lapses so I rely on my staff to remind me!!!). The other piece of patience is to stay cool when those around you begin stressing over the little stuff and reacting to one of the most stressful events of their lives; they will most definitely find some inconsequential issue to dwell on and make a "mountain out of a mole hill". They may need to "vent" a bit; you'll need to stroke their hand but they'll get through it much easier if you've done your SPC (Strategy, Planning & Communication).

Lynne Sheridan has been an IFMA member since 1997 and is active in the Denver Chapter of IFMA. She is a principal with the Ellipse Group, a facilities planning, interior design and relocation company. She can be reached at 720-904-7230 x 24 or via mail at Ellipse Group / 1553 Platte Street, Ste. 201 / Denver, CO 80202.



Healthcare Series

MIKE WOOD, MSM
FORMER CFM & FIBS

Elective Surgery for today's HCFM

In this final article on healthcare construction in today's market I wanted to talk more about the healthcare Facility Manager (HCFM) than the actual process of constructing health facilities. There are so many fine articles and books on the details of constructing the physical facility, to do another one would be too resistive.

Thus, the HCFM. Today's HCFM must be the chameleon we once thought impossible. Using IFMA's (International Facility Management Association) areas of competency for CFM's one must expand this a little to round out a HCFM. Add to the level of knowledge in each area a tad more, throw in an intimate understanding of infectious environments, a pinch of political correctness (no, make that a full pound), a tolerance for a highly educated workforce intermingled with a workforce of little formal education and a tradesperson's knowledge of all building systems - you might arrive at a well rounded HCFM.

What's with the title? Why call it "Elective Surgery for the HCFM?" It's very simple. One can no longer take a passive position on the sidelines of a FM career and be an effective HCFM. One can no longer be an expert in a single field of FM study and embark on this experience called healthcare construction. The world of healthcare construction has changed too much. There is too much at risk. There are too many lives depending on each of us knowing our jobs. We build environments of safety, of treatment, of wellness, of illness, of gain and loss. Our teammates in the delivery of healthcare depend on us to know our stuff. We must be able to honor the call and privilege they provide - the ability to marshal, coordinate

and collaborate with the resources necessary to build an effective healthcare environment.

Elective surgery denotes taking a proactive approach. Assessing, diagnosing, seeing and treating a process or condition to obtain a positive outcome. Such is the challenge before most HCFMs of today. Most folks I run into require elective surgery. Not in the "cutting away" of things, but in the "addition of" more knowledge or a transition in working style when approached to build the new healthcare environments. Think about this. For most of us we have the thrill of being involved with building one, maybe two hospitals in our career. What things have changed since we last did that first or second major project? If it's been over three years ago I can tell you - plenty. I presently work in an organization that does over 700 projects a year, in over 2,500 hospitals and healthcare companies across the US and Europe. We see most all of it in microcosm. Our teams by necessity move quickly and adapt. There is one trend the leaders have - they are continually asking questions and learning more. They are performing elective surgery.

So what you ask? Wasn't the point of all this healthcare construction in today's market? Yes it is. As I stated in the first article, the healthcare construction market is extremely healthy. It is stronger than ever before ... it is more complex, more twisted; more convoluted more challenging and more rewarding ... it is more expensive per bed and per patient served than ever before. It is more time-consuming than imagined. It is more regulated than we ever thought possible. It has more true architecture and design than most of us believed anyone would ever pay for. It is more rewarding than we hoped

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Member Spotlight

Harry H. Hill, III



I am currently employed with the City and County of Denver Parks and Recreation department. IFMA provides me with fantastic opportunities not only to network but to find others that may have faced similar challenges to what I have encountered. Being the Co Chair of the Newsletter also allows me the opportunity to get to know some of the members on a more personal level and see what interesting things they have done in their lives and careers.

One of the more interesting things I have done in my career has been to work with some of the major law enforcement agencies on space issues. They were US Marshals Service, FBI, and Secret Service. This was an adventure to say the least.

Healthcare Continued from page 15

for. Healthcare construction in the first quarter of the twenty-first century will be like no other time yet experienced.

A little history, a little process and a little elective surgery. Such is healthcare construction today. This cycle will reduce in time, most experts agree that the trend has about a 6 to 10 year life cycle, then we will see another quiet period from approximately 2015 to 2025. Then there is another predicted burst of activity from 2025 to 2030, and then a change in the use of then dilapidated and outmoded facilities. If history teaches us anything, it is that this is most likely correct. If our skills and understanding of today are sharp, perhaps the legacy we leave won't be one of unused monuments to a time gone past. Perhaps it will be one of classic design & architecture with master craftsmanship that combined in a

Part of the reason I relocated to Colorado was for the mountains. I have been lucky enough to be able to, with my wife Angie, build a log cabin in the mountains that we use as our quiet retreat. We can be found here escaping the city with our long haired German Shepard, Koko which makes Carmen, our cat just a little jealous that she cannot be a part of these adventures.

This sanctuary allows me the space to indulge my hobbies of building log furniture and writing. My writing includes poetry, short stories, screenplays and now a little non fiction and as some of you recall the odd article for the newsletter. After completion of the cabin I can get back into the one hobby that has taught me the most, studying the martial art of Aikido.

modern renaissance of a healing environment that promoted self-awareness and healing in way never before imagined.

Just imagine ...

Mike is a Project Manager for Swisslog Healthcare Solutions. Mike has been a member of IFMA Denver a number of years and is a former President. He can be reached at 303-373-7903 or at mike.wood@swisslog.com.

The two previous articles are available at www.IFMADenver.org in the Winter 2004 and Spring 2005 issues of Voice of the Rockies.



Denver Chapter of IFMA

Monthly Meetings

July 15, 2005 • Elitch Gardens Theatre

Please join us on July 15th for the IFMA Summer Social! This year the summer social will be held on Friday, July 15th at the Historic Elitch Gardens Theatre. It will be a time to enjoy the beautiful Colorado weather, a great jazz band, great food, beer and wine while spending time with your friends from IFMA. The social will be from 4pm to 7pm, which will include a tour of the Historic Elitch Gardens Theatre for those who are interested. The cost will be

\$35 for members, their guests and non-members. The Historic Elitch Gardens Theatre is located at 38th and Tennyson. To get there from I-70 and I-25 take I-70 West to Federal. Take Federal south to 38th. Take 38th West to Tennyson. There is plenty of on-street parking. You are welcome to stay for a free presentation of the movie "Grease" after the social. We had a great time last year and look forward to seeing you all there.

August 9, 2005 • Molson/Coors Brewery

How about a free cold beer! That's right, the IFMA August event will be held at the Molson/Coors brewery in Golden at 13th & Ford on Tuesday, August 9th, 2005.

What do you think of when you hear "Rocky Mountain Spring Water"? This is what persuaded Adolph Coors to build his brewery in Golden. Coors began packaging beer in April 1874. They are the largest single-site brewery in the world, with brew kettles that date back to 1930, as well as newer, state-of-the-art brew lines.

Information regarding our tour: Walking tours will begin at 3:00 p.m. and will take 35- to 40-minutes with Complimentary beer samples and soft drinks after the tour. You must be 21

years old to participate in the sampling, visitors under 18 years old must be accompanied by an adult. Please note that backpacks, packages or large purses are not permitted in tour areas. If special accommodations are required please contact Jodie Schenck at 303-205-6727.

Coors Brewery is located in Golden Colorado. To get there from I-70 and I-25 take I-70 west to the Colfax Exit #262, continue west onto West Highway 6. Turn right on 19th Street go to the third traffic light and turn left onto Ford St., this will bring you to 13th and Ford Streets where the Visitor Parking Lot is located for General Daily tours with shuttle service to the Brewery from 10AM to 4PM.

September 13, 2005 • 11:30 am • High Performance Work Environment

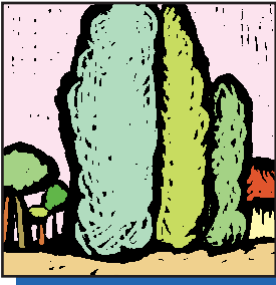
On September 13, 2005, at 11:30am join us for our luncheon program with Pamela Woodward of Steelcase. Ms Woodward will be presenting a program we are calling High Performance Work Environment. She will talk about their human centered approach to research, the users response

to technology in the workplace and how office design can help or hurt technologies effectiveness. This luncheon will cost \$25.00 for members and \$35.00 for non-members. The location of the luncheon is yet to be determined. More information will be published in the Update.

October 11, 2005 • 4:00 pm • Tour the Colorado Convention Center

We are currently in negotiations for a behind-the-scenes tour of the Colorado Convention Center, which will be held

on October 11th at 4:00pm. Look for more information in the Fall edition of the Voice of the Rockies and the Update.



Calendar

Chapter Activities

July	7	Board Meeting at Pear Commercial Interiors	7:30 AM
	14	Summer Social at Elitch Gardens	4:00 PM
	21	Audio Seminar at OfficeScapes Stress Management Topic - Using Your Emotions as an Asset in the Workplace Speaker: Dr. Deborah Bright, Bright Enterprises, Inc.	11:00 AM
August	4	Board Meeting at Pear Commercial Interiors	7:30 AM
	9	Monthly Meeting and Tour of Molson/Coors Brewery	4:00 PM
	18	Audio Seminar at OfficeScapes Business Process Improvement for FM Speaker: Chris Keller, Integrated Data Solutions Inc. Kevin L Janus, CFM, Pep Boys	11:00 AM
	28	Deadline for Early Registration World Workplace	
September	1	Board Meeting at Pear Commercial Interiors	7:30 AM
	10	CFM Class	
	13	Monthly Meeting-Lunch High Performance Work Environments	11:30 AM
	17	CFM Class	
	21	Audio Seminar at OfficeScapes Optimizing Your Existing FM Technology Speaker: James Whittaker Facility Engineer Associates	11:00 AM
October	5	Board Meeting at Pear Commercial Interiors	7:30 AM
	11	Monthly Meeting and Tour - Convention Center	4:00 PM
	19	Audio Seminar at OfficeScapes "Change, Chaos, Contrast and Compromise: Workplace of the Future" Speaker: Meredith Thatcher, CFM, CFMJ Carroll Thatcher Planning Group	11:00 AM
	23-25	World Workplace - Philadelphia, PA	4:00 PM

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