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May 2010

## Bob Peck: Making GSA a Smart Green Proving Ground

### **IN THIS ISSUE:**

Enterprise Convergence: The Strategic Future of Real Estate

Connecting Smart Buildings to the Smart Grid

Smart Cities, Intelligent Communities and u-Cities

ROI: The New Driver for Innovation

DC: The New AC

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## Enterprise Convergence The *Strategic* Future of Real Estate IT



**Jim Young**  
Founder and CEO  
Realcomm

*“The key is to be able to extract the data from a host of disconnected information systems and organize it in a meaningful way to foster better management.”*

To outside observers, the real estate industry might seem to be a late adopter in the use of strategic information technology. While we have come a long way in the last 10-15 years, when compared to other industries (e.g., finance, insurance), we have not achieved the same level of sophistication. Some would argue that, given the number of business processes and the paper intensity, greater automation is long overdue. The REIT ownership structure and the institutionalism and globalization of the industry continue to put pressure on the information systems on which we rely.

These information systems can be broken down into three categories, or three Business Enterprises that comprise the systems, processes, methodologies and business practices that define real estate organizations. The first is the General Technology Enterprise, which includes everything from email to word processing; the second is the Business Solution Enterprise, which is made up of real estate specific automated business processes ranging from lease automation to property management; and the third is the Connected Facilities Enterprise—the building automation systems, from traditional lighting to integrated parking strategies.

### **Enterprise #1—General Technology**

The first order of business is to set up the general systems that allow a company to function in the most basic way. E-mail, data storage, a communications infrastructure, desktop applications and other general technologies are all required for daily communications. Along with the applications that comprise this enterprise come redundancy, back-up, business continuity and a host of other management requirements.

### **Enterprise #2—Business Solutions**

Once the basic automation and infrastructure



needs of an organization are in place, the next group of applications is centered around the various business processes associated with owning and operating real estate—property management, leasing, accounting, asset management, lease automation, budget/forecasting, etc.

### **Enterprise #3—Connected Facilities**

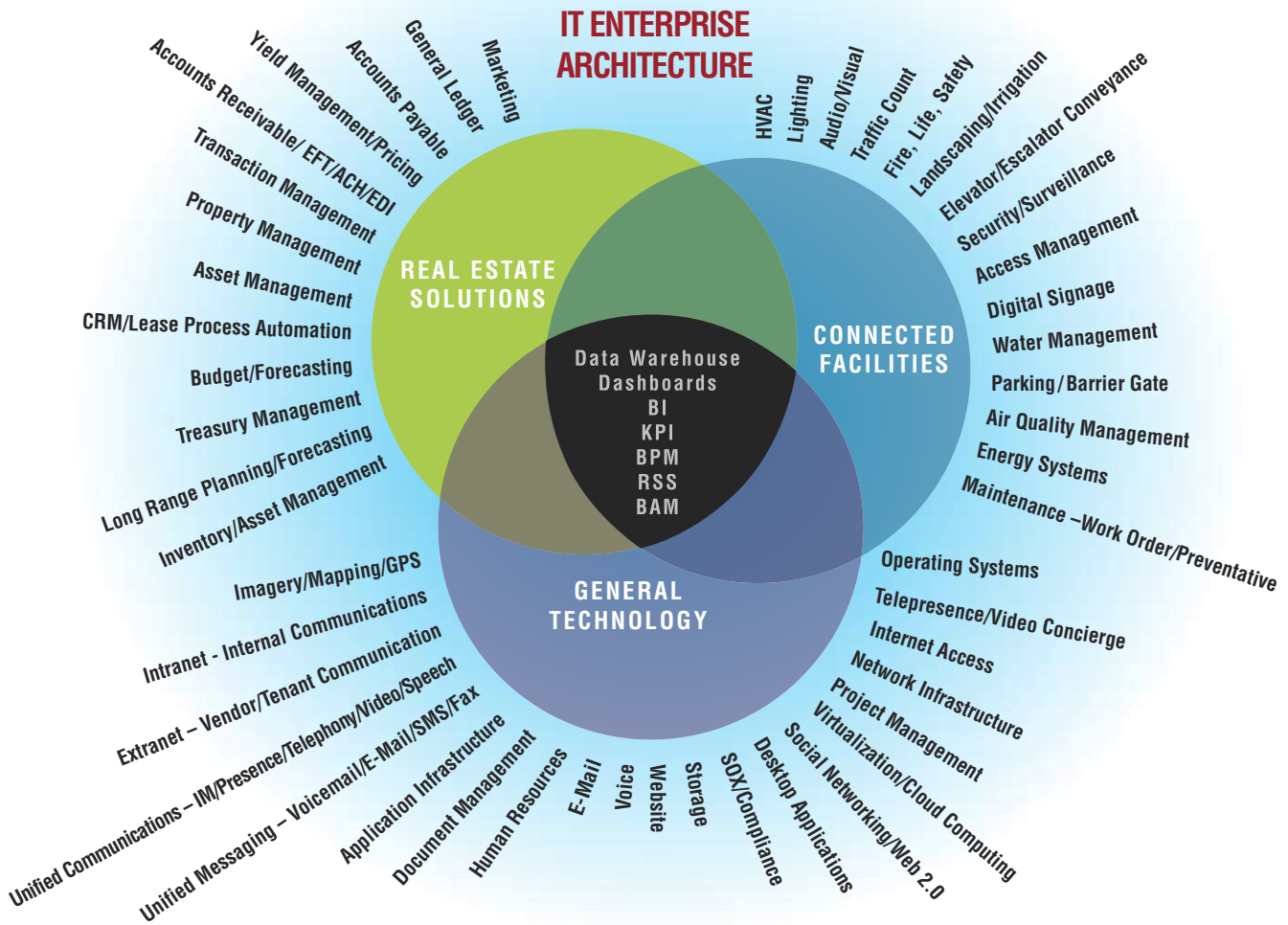
Over the last five years, the idea of “connecting” the building to a network has begun to take hold. Building automation has been around for a long time, but the idea of running BAS applications over an IP network has accelerated the concept. This has resulted from a greater potential for and benefits from data standardization as well as the benefits of running building systems on the same network as business and general applications. The platform consistent, and the potential for data integration is much higher.

### **Levels of Enterprise Integration**

Long before it became apparent that these enterprises could be integrated, there was discussion on joining the applications within each of the enterprises. Lease automation could be integrated with client information in property management systems, for example, or parking systems could be integrated with access management. Once it became apparent that there were commonalities in each application, and

## Enterprise Convergence > The Strategic Future of Real Estate IT

The following illustration represents the 3 major information enterprises found in a commercial or corporate real estate organization. Each enterprise is important unto itself and is comprehensive and complex. At the end of the day, this diagram clearly illustrates that IT will potentially touch EVERY operation inside of a real estate organization. The level of strategic planning and careful thought required to accomplish this will also need unprecedented executive and cross department collaboration. In the end we can choose to throw more people and broken systems at our companies or we can choose to go to the next level of automation.



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compelling reasons to share the data, integration became a higher priority. While some major industry platforms offer a good deal of functionality there is always likely to be a need to customize the integration. For each enterprise, a “patchwork” of systems is needed, and there are two main schools of thought as to how this might best be accomplished— 1) stitch together unique best practice solutions, or 2) start with an enterprise that offers a majority of the functionality and then add on unique applications where required.

The second level of integration comes when multiple enterprises are added. Not only are there inter-application issues found within each enterprise, there are also long-term implications. Consider

utility meter data making its way into rate tables and ultimately into tenant invoices, or security data that is also housed in a tenant or human resource database, or parking charges credited directly to a GL, or work order information finding its way into property management/tenant information systems.

While the complexity of this multi-enterprise industry road map might deter some from attempting to develop a comprehensive strategy, not to act is not an option. For years, information has been “housed” in multiple disparate systems, inefficiently with potentially conflicting and therefore unreliable information. The need to

*continued on page 6*



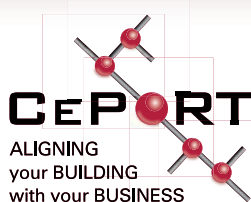
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*continued from page 5*

re-enter and continue to manage multiple sources of the same data only exacerbated the problem.

### True Business Intelligence

This roadmap is complex, but so is real estate. In today's world, decisions are made from multiple spreadsheets, often containing inconsistent information. If we could achieve the level of integration demonstrated by the accompanying illustration, the efficiencies and business intelligence would have a significant impact on the industry. The investment seems well worth the reward.

The key is to be able to extract the data from a host of disconnected information systems and organize it in a meaningful way to foster better management. The ability to spot trends before they occur (to see the future) will enable more sophisticated operational management. The center point of this data will be a repository of systems including data warehouses, business intelligent engines and other aggregation and display technologies such as RSS, Dashboards, KPI, BPM and BAM (Business Activity Manager). Gone will be the days of spreadsheet paralysis, as we enter a time of increased efficiency, transparency and overall greater sophistication.

### Conclusion

While it might seem unrealistic to believe that we can achieve this complex level of integration, both within a specific enterprise as well as across the three unique groups, the reality is we are, in a terribly disorganized, inefficient way already doing this via disconnected reports, documents, spreadsheets, e-mails and an army of seemingly organized (but not really) BlackBerry addicts. Micro-automation of the individual via handheld devices only addresses one small component of the entire business process. Ultimately, this level of automation will become the norm, it is only a matter of time. Those who do accomplish this next level of innovation and automation could find a significant competitive advantage, much like those found in other sectors such as the automotive, finance or consumer electronic industry.

The other significant factor in navigating this ambitious roadmap is the level of executive support and cross-department collaboration that will need to take place. Information overlap and departmental data integration will definitely lead to a blurring of traditional responsibilities; it could, in fact, lead to a new corporate structure. There is no way to predict what function will take the lead in this transformation (other than the fact that IT does possess the organizational and technical skills needed for large enterprise rollouts); however, what is certain is that IT, PM and FM will be working more closely to rethink how we design, build, lease, manage, transact and use real estate based on the strategic impact of automation. We can throw more people and broken systems at the issues confronting us or we can move to the next level of automation. The better choice seems clear! •





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## DC: The New AC

### Are we about to witness the decline of AC Power distribution?



David Palmer-Stevens  
Panduit Europe

**T**wo years ago, not many people read the press release that accompanied the launch of the Airbus 380. If you'd been one of them, you would have learned how they saved deploying a .75 ton power generator on board because of the decision to use Organic Light Emitting Diodes (OLED) technology. They also saved 7 tons of mains power cables.

OLED technology is set to change the dynamics of provisioning power services in office buildings of the future because it is a low power DC voltage driven technology that does not generate any heat. Buildings of the future will need very little AC mains distribution as they adopt an alternative DC power solution. Leading the charge in this space is Power over Ethernet (PoE)—an IP based solution that is easily integrated into building servers for automated management and control.

#### Case Study: Xerox Manufacturing

Xerox Manufacturing in Venray, Netherlands had a 25-year-old legacy ICT infrastructure that was prone to security breaches and unplanned downtime that plagued overall system performance and staff productivity. A decision was made to revamp the ICT infrastructure and migrate desktop computers to a thin client environment. This would reduce hardware, software licensing, and IT administration costs, as well as decrease power usage. The reduction in power usage also enabled the Venray facility to align more closely with Xerox's corporate emphasis on sustainability and reduction of its carbon footprint.

"As a manufacturer of toners for printers, Xerox has been promoting Green IT solutions to our customers for many years. We have also strived to ensure that our manufacturing operations remained sustainable and environmentally friendly. It was important for us to implement a new ICT infrastructure that delivered on our Green IT requirements," said Wiel van de Pasch, Xerox Manufacturing's Technical Services Manager.

Xerox Manufacturing based its new infrastructure on Panduit's Unified Physical Infrastructure

and a Cisco converged IP solution with a Citrix thin client virtual desktop interface environment. The solution provided Xerox with a stable, reliable and secure infrastructure that allowed the company to achieve cost and energy efficiencies, while simplifying network management. It turned system "adds, moves and changes" into simple administrative tasks, significantly reducing IT maintenance requirements.

The Xerox Manufacturing implementation included a fully redundant 1 Gb/s fibre optic campus-wide backbone solution with category 6 copper 100 Mb/s to all desktop locations. To support thin clients at the desktop, Power over Ethernet (PoE) was selected as the DC power distribution system.

Since all the systems deployed at the Verney facility were IP-based, choosing an IP-based power distribution system made for easy integration with other ICT systems. Copper cable distribution points delivered 30 watts of managed DC power over the category 6 cabling. On installation, Xerox was able to remove their existing 140-200 watt PC desktop machines and 70 watt color monitors and replace them with 3.5 watt thin clients and 15 watt, 22-inch color monitors from LG. This resulted in a whopping 90% power saving at the desktop! To further maximize savings, the building IP-based access security system was also linked to the PoE IP management system, so that as staff entered or exited the facility, their desktops were automatically powered on and off.

"Xerox Manufacturing's new PoE-powered desktop, running with as little as 25 watts of combined power for PC, monitor and IPT phone (0 watts in standby power) might truly be the greenest desktop on the planet. This is a significant reduction if we take into consideration that an average workstation with a desktop PC and a telephone usually consumes about 150 watts." van de Pasch said.

When rolled out to Xerox's 50,000 global users, this translates into a total annual energy savings potential of 14.5 GWh or over \$1.4 million dollars. •

*David Palmer-Stevens is Systems Integrator Manager EMEA for Panduit Europe focusing on the Green Data Centre Initiative, Intelligent Infrastructure Management and the new high power PoE solutions for Thin Client OLED display implementations.*



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# Bob Peck: Making GSA a Smart Green Proving Ground

By Tom Shircliff and Rob Murchison

SAN FRANCISCO FEDERAL BUILDING, SAN FRANCISCO, CALIFORNIA

SANDRA DAY O'CONNOR

Architecture



As the primary landlord and real estate broker for the federal government, the General Services Administration's Public Buildings Service (PBS) acquires space and manages federal properties across the country. They own or lease 9,600 properties in 2,100 communities in all 50 states and the US territories. Heading this agency is Bob Peck, appointed the Commissioner of Public Buildings for GSA by the Obama Administration in 2009.

Peck was no newcomer to GSA, having previously served in this role during the Clinton administration. As Commissioner, he is responsible for the nationwide asset management, design, construction, leasing, building management and disposal for 361 million square feet of government-owned and leased space, accommodating 1 million federal workers. He oversees an annual budget of more than \$8.6 billion and a workforce of 6,700.

GSA/PBS has a variety of space types including federal buildings, courthouses, and land ports of entry. However, the majority of its properties are traditional office buildings. Like commercial landlords, PBS charges market rent, does pro forma projections, wrestles with operational expenses and has to realize net income to cover necessary capital repairs. It hires and manages operations and maintenance contractors, negotiates tenant improvement allowances, plans equipment refresh and everything else a traditional owner would do. PBS is largely self-funding and, because of its size, is a major force in the real estate industry.

Indeed, it is big enough to make markets ... and that is exactly what Bob Peck has set out to do. "GSA will be a 'green proving ground.' We hope to find sustainable product and service innovations from vendors that we can evaluate and purchase in quantity so as to make the market for the rest of the American building industry," commented Peck.

What is driving Peck in this direction? He has a keen understanding of how the public and private sectors work, and he understands both the realities of the commercial market and the opportunity government has to be an example and proving ground. It seems to be a perfect fit since PBS is large enough to show statistically meaningful results, functions nearly identically to the commercial sector and has a lower risk profile that allows for very progressive solutions. This also serves taxpayers well—to foster and promote more sustainable, cost-efficient real estate as well as clean tech and green jobs. It creates a positive ripple effect through the industry and the overall economy.

Not surprisingly, being a green proving ground



Tom Shirdiff  
Intelligent  
Buildings, Inc.



Rob Murchison  
Intelligent  
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San Francisco Federal Center is one of the greenest buildings in America and was designed to consume 50% less power than a standard office tower.

is also in line with the Obama Administration's goals that have been expressed in Executive Orders (such as EO 13514—Federal Leadership in Environmental, Energy and Economic Performance), as well as existing legislation (such as the Energy Independence and Security Act of 2007 (EISA) and the Energy

Policy Act of 2005). Meeting these goals will require much more than traditional efficiency measures. It will require a game-changing, high-performance strategy that deals with the buildings, modern technologies, the people who plan, build, and manage the portfolio, and most importantly, the people who occupy the buildings. It can't be implemented in a bubble; to be true to the PBS mission statement, the agency must "... provide superior workplaces for federal customer agencies at good economies for the American taxpayer." In short, it has to meet environmental goals and maintain high levels of tenant experience and value while making money at the same time. This is not very different from the commercial sector which, similarly, also has developed social and environmental goals as part of company values and has done so in response to tenant demands. Thus, a carefully measured and managed strategy is the key.

GSA's action plan is practical and includes immediate as well as lasting results.

First, it will practice the 80/20 rule. The agency has determined that nearly 80% of its energy, emissions and expenses come from approximately 20% of the buildings in its portfolio, so that will be the focus of the bulk of the effort. Second, it is setting performance standards for filtering new expenditures (including a portion of the American Recovery and Reinvestment Act stimulus money), so that they are enabled for future flexibility and scalability. Third, it will measure the performance of green proving ground efforts and actively manage towards goals including the Executive Orders. Finally, it will invest in the transformation of people with industry-leading information dashboards, training and collaboration.

This will be developed through an operations model that is people and region-centric. Peck emphasizes "People are the lynchpin of the strategy and the only way to achieve game-changing environmental, financial and operational excellence goals. No technology can replace effective management, make necessary building improvements and meaningfully collaborate with tenants." The PBS headquarters supports and enables its regional network. New databases, analyses, dashboards and other technology will be designed and focused on empowering its eleven regions to optimize performance and serve tenants because that is where the rubber meets the road. The results will be continuously monitored and posted for managers in both the central office and the regions.

A team of PBS executives is developing the technology and measurements now and they will be used by the PBS Chief Greening Officer (CGO). The CGO position has just been created with Scott Conner from GSA's Rocky Mountain Region 'acting' in the position. While sustainability and the reduction of energy and emissions are paramount to PBS and the Administration, PBS still has a laser focus on service, value and performance. Peck intends to

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prove that those attributes and green are not mutually exclusive.

PBS CGO Conner will be working closely with all the various PBS disciplines, as well as private sector practitioners. From the operational side, he'll be working with the Facilities Management and Services Program (FMSP) under the leadership of Assistant Commissioner Larry Melton. FMSP is where the smart building program is located. "Sustainability and overall performance are about the lifecycle and operational excellence and not just a one-time specification, which is why it was placed in FMSP," says Melton. Melton has tapped Frank Santella as the Project Executive for Smart Buildings because "Frank has a facility and field background and not specifically a technology background, which keeps us sensitized to the 'so what' of certain technologies and tactical plans."

In IT, the PBS's CIO, Diane Herdt and the GSA's CIO Casey Coleman have embraced the technology requirements of today's building systems and are contributing to the technology standards of controls, such as data security and even open protocols that encourage competition and innovation. They are also making plans to provide IT backbones for building controls systems such as HVAC, lighting and electrical metering in both GSA-occupied and multi-tenant buildings. They are working with leading IT vendors to develop the new services for this approach. Herdt has already experienced this convergence of disciplines while working with PBS Energy Director Mark Ewing, who has aggressively been rolling out smart electrical meters that require IT connectivity, security and management.

PBS's CGO will also work closely with GSA's Office of High-Performance Green Buildings. This office sets policies and standards for building construction, operations and maintenance across government. It was mandated by the EISA legislation to ensure all federal



President Obama signs Executive Order 13514 – Federal Leadership in Environmental, Energy and Economic Performance.

buildings meet sustainable design and energy-reduction targets mandated in the Act. Kevin Kampschroer, a veteran GSA official and a recognized leader in the sustainability movement, heads the office.

High-performance green building strategies invariably cross business lines, budgets, geographies, vendor roles and other traditional lines. Owners and managers must be prepared to make changes to the way they work internally, the way they make decisions and what they look for in vendors. The traditional processes in design, construction and management of buildings will not hold up in the current environment of technology changes, rising operational expenses and sustainability goals. With owner strategies driving the process in the industry, architects, engineers, contractors and new types of IT vendors will likewise need to be more collaborative and flexible to work with their customers and help drive the strategy and desired results.

Already a force in the market because of their size, PBS is also a leader in high-performance, leading edge sustainability solutions,



The Denver Federal Center will install roof-mounted solar panels that will save over \$300,000 in electricity per year.

innovative use of technology and transformation of its work force. It has invited the industry to keep a watchful eye as it proves out a bold, new model. •

*Tom Shircliff and Rob Murchison are co-founders of Intelligent Buildings, Inc. (www.intelligentbuildings.com) which provides strategic technology consulting for real estate stakeholders. They serve as real estate technology strategy consultants for the GSA/PBS.*

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# IN THE TRENCHES



**Chris Saah**  
Chief Information Officer  
Transwestern

*The power of collaboration can be a great tool in solving the sticky technology issues that we all struggle with. Featured on this page are two brief interviews conducted by Chris Saah, CIO, Transwestern—brief, informal, ‘water cooler’ conversations with two of the brightest, most innovative technology professionals in our industry addressing problems that many of us are facing today.*

**Chris Saah** is Chief Information Officer for Transwestern, one of the largest privately held commercial real estate and development firms in the U.S. His IT department provides support to over 1500 team members at over 200 corporate and management offices.

*“We determined that we needed to expand the role of the techs and created an initiative to bring the buildings to the techs, not the techs to the buildings.”*



**Paul Quinn** is SEO (Strategic Execution Officer) of Duke Realty in Indianapolis.

## With Paul Quinn (Duke Realty)

**Saah:** *A few years back you took on the role of Strategic Execution Officer (SEO) at Duke Realty. How has that role evolved and how do you feel it is going?*

**Quinn:** Not a lot has changed on the SEO front. Finished projects roll off my list and new projects roll on. The pace is much slower with our overhead reductions. One interesting recent development is with the departure of our COO and a consolidation from five to three regions. With maintenance reporting directly to me ... and property management from a policy, procedures, and training perspective ... we are forming a new “Operating Committee” consisting of the CEO, the three region heads, and me that will meet once a month to discuss in-the-trenches operating issues and opportunities.

**Saah:** *And have you backfilled the role of CIO or does IT still report to you?*

**Quinn:** IT still reports to me. I have four reports—PMO, Development, BA, and Infrastructure.

**Saah:** *Do you feel that the SEO role is a natural segue for all CIOs, or were you uniquely suited for this role?*

**Quinn:** I did study business as well as computer science but I don’t feel like that uniquely qualified me. I think that I, like most in the CIO role, have always been oriented to finding efficiencies within our organizations. However, with the role confined to technology alone, we are limited as to how much we can effect change. The SEO role gives us reach within the organization to affect the kinds of things that can be game changers for our organizations.

**Saah:** *One such project you mentioned was your e-sign initiative. How is that going?*

**Quinn:** On the e-sign front things are going extremely well. The application is for tenant finish subcontracts, change orders, and pay applications. We do approximately \$200M in tenant finish work and 1,200 jobs each year. That translates into about 8,000 subcontracts, 3,000 change orders, and 10,000 pay applications annually. In our first full month after roll out we signed 544 documents, which represented 85% of all documents. We’ve held steady at 85% and the document volume has grown to 900 documents/month. We’ve gone from an average of 7 days to fully execute and file documents to less than 48 hours. The subcontractors love it and we are seeing significant administrative overhead savings in construction administration and job cost accounting. We are in the process of re-engineering to combine and/or centralize these functions.

**Saah:** *That’s fantastic! Have you touched building automation at all?*

**Quinn:** We have. We determined that we needed to expand the role of the techs and created an initiative to bring the buildings to the techs, not the techs to the buildings. We worked with Tridium and Niagara AX and created a model employing a WAN and central call center that has allowed us to expand the reach of our techs by 50%.

**Saah:** *It would have been much more difficult, if not impossible, to have implemented these without the influence over the not-IT parts of the organization that the strategic role gives you.*

**Quinn:** That’s correct. We’re now able to go the executive committee, propose these initiatives, get sponsorship at that level, and then have the dotted line influence and exposure within the organization to insure we can deliver the result. •



*“People are people, and everyone needs to have a good working environment and a sense of ownership in the mission. We try to insure that and I think that has been a big part of our success.”*



*Joe Rich is the Managing Director-Information Technology for Tishman Speyer.*

### **With Joe Rich (Tishman Speyer)**

**Saah:** *What challenges you are seeing this year at Tishman?*

**Rich:** We’ve been putting a lot of our focus on business intelligence. We’ve got a lot of data and we know we could be getting more out of it.

**Saah:** *How’s that going? It’s been a real challenge for many of us.*

**Rich:** For us, too. We’ve really come to see our need for data governance. It’s like they say, garbage in, garbage out. It just can’t take a week to get the information someone is requesting. We realize we need to establish standard, global naming conventions and enforce them and we need a far greater level of detail in some of the information we collect. Again, this is not just data integrity I’m talking about, but data governance. We’re establishing internal processes, and explaining why we need certain data, what the impact is of not having it, and what the data can potentially be used for.

**Saah:** *You’ve leveraged outsourcing in a big way for your development team, haven’t you?*

**Rich:** Yes, we have—both in development and in our help desk. We have a team of about 50 in South Africa that does all of our application development and support, and a team of nine in India that does our help desk.

**Saah:** *You’ve been doing that for a while now. Many people find outsourcing a real challenge. How have you succeeded with it?*

**Rich:** Well! These are long-term relationships for us and we invest in them accordingly. These teams are not simply “vendors”; we view them as an extension of our staff here. We’ve traveled there and talk regularly with the people working for us. We want to make

sure they understand what they are doing and why it is important to our operation. People are people, and everyone needs to have a good working environment and a sense of ownership in the mission. We try to insure that and I think that has been a big part of our success.

**Saah:** *It sounds like this is not something that happens overnight.*

**Rich:** Not at all. It took us 6-12 months to develop our relationship with Genpact, our partner for the help desk. And, of course, our users were initially skeptical of any change. But now, our people sing their praises. We’ve come to realize that our India team knows our users around the world better than our New York team does because they are interacting with them on a regular basis and they have developed relationships with them.

**Saah:** *What were the dynamics of building that working relationship?*

**Rich:** You have to give regular feedback. You have to discuss what is going well, what needs improvement, and keep the dialogue going. As you read all the time, you can’t expect to just throw a problem over the wall, outsource it and expect it to go away. But if you see outsourcing as an extension of your team, albeit with reduced cost and management effort, it can be a mutually successful relationship.

**Saah:** *Back to application development for a minute ... tell me about your operation in South Africa.*

**Rich:** Our partner for development is Open Box Software based in Cape Town, South Africa. We have a team of about 50 people there—half focused on development and half focused on support. They work with MRI, Angus, Prolog, plus our 30 custom applications. Again this is a relationship we have built for years and is really an extension of our team. Another benefit of these outsourced relationships is our ability to bill our work to third parties for products and services that benefit properties. •

## Cisco, IBM, HP: Bringing Life to a Vision



**Howard Berger**  
Managing Partner  
Realcomm

**W**ith expanded investment in infrastructure projects, especially in the public sectors, we've seen a number of very innovative projects surface in the US recently. This activity is very encouraging. It is possible that the US could be incubating some of the most interesting global technology initiatives of the decade; these could, perhaps, put to rest the notion that America has lost its edge and has been relegated to 2nd class in global innovation.

Over the past couple of years, there has been significant merger and acquisition activity by Fortune 500 companies looking to take part in the burgeoning smart connected buildings/cities/communities market: Johnson Controls-Gridlogix, Honeywell-Tridium, Cisco-Richards Zeta, Dell-Perot, HP-EDS, UTC-GE Security, Oracle-Sun, just to name a few. As a result, the stories of end-to-end data integration of applications revolving around automating buildings and cities are starting to emerge, and it looks like the payoff may be just around the corner.

Cisco announced last month that it is collaborating with the city of Holyoke, Massachusetts to help transform the nation's oldest "planned" industrial community into a 21st century "Smart+Connected Community." Holyoke, with a population of about 40,000, is known as the Mill City; at one point, it had 25 operating paper mills. The intent is to use technology to deliver urban services and generate new economic opportunity, while increasing the quality of education and maintaining the population level.

We hear a lot about "connected" real estate projects, typically new developments in Asia and the Middle East, such as Bangalore in India, Songdo in Korea, and the economic cities in Saudi Arabia. The choice of Holyoke actually mirrors IBM's announcement last fall that it will retrofit Dubuque, Iowa to be its first fully integrated smart city. Dubuque and Holyoke are comparable in size (60,000 and 40,000 residents respectively), and each has been tapped as a

computing center. A master planned city retrofit project in the US! *Very* interesting.

"The city of Holyoke has a deep history in innovation and is dedicated to the success and well-being of its residents. In working with

Cisco to implement next-generation solutions, Holyoke will be well equipped with the tools necessary to build a more collaborative, modern and culturally rich environment

*"... the stories of end-to-end data integration of applications revolving around automating buildings and cities are starting to emerge, and it looks like the payoff may be just around the corner."*

for work and play," said Elaine A. Pluta, Mayor, Holyoke, Mass. "We view the joint initiative with Cisco as a way of giving back to our citizens and ensuring that future generations can also enjoy a thriving and sustaining community that they are proud to call home."

"Cisco's vision for Smart+Connected Communities is to transform physical communities into connected communities that run on networked information to help drive broad economic, social and environmental sustainability. We are honored to collaborate with Mayor Pluta and the city of Holyoke to establish the 21st century neighborhood as an inspirational model for cities seeking to transform themselves through revitalization," commented Wim Elfrink, Chief Globalisation Officer and Executive Vice President, Cisco Services. "We share a common vision to use the network as the platform to create a more collaborative and sustainable environment for the citizens of Holyoke."

Just a few days after the Cisco/Holyoke deal was made public, HP announced its 'CeNSE' (Central Nervous System for the Earth) blueprint. Following in IBM's "Smarter Planet" footsteps, HP is planning to put trillions of sensors called MEMS (micro-electro-mechanical-systems) on everything in sight and reduce the resulting data into actionable information for making a better, greener world. Leveraging its ability to manufacture these tiny sensors at minimal cost, they're looking to bring in-house the entire end-to-end lifecycle of computing—from sensors to servers to the consultants and integrators who'll tie it together and make it all work. •

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## IT/AV Convergence Offers Opportunities



**Julia Pegg**  
Acclaro Growth  
Partners

Full convergence can be defined as the integration of AV, IT, Security, Information Transport Systems (ITS), Telecom, and MEP, which is also referred to as all building automation. While this is a nascent and emerging industry, experts from the converging industries agree that full convergence is inevitable. However, it is expected to take ten years for this to occur. While MEP, AV, Lighting, Voice and Data, and other trades will continue to exist autonomously for years to come, there is increased cooperation and partnerships between the trades beginning to occur now.

One trend that is emerging is an increase in mergers between firms with complementary skills, bringing multiple disciplines under one roof and allowing the larger entity to have a more complete offering. Over the last few years, Architect and Engineering firms have brought a variety of skills in-house that had traditionally been outsourced in an attempt to capture more of the profit associated with IT, AV, and other activities. For example:

- MEP firm Jacob's Engineering bought an Acoustics/AV/IT firm in Dallas.
- EA firm Newcomb and Boyd has developed AV capabilities.
- AE firm RTKL has built an entire division dedicated to Telecom, Security, Acoustics, Wireless, and AV from scratch.

### Will IT Win Out as the Center of Convergence?

In the battle between IT and Facility Managers, there is little consensus as to which group is better positioned to be in charge after full convergence. Today, roughly 98% of the opportunity for automation is in the existing building market and 90% of these are office buildings. Since the opportunity today is far greater in existing buildings, this is setting the stage for Facility Managers to oversee full convergence.

### Arguments for Facility Managers Driving Convergence

Although full building automation is possible today, most building owners are opting for partial adoption of smart technology. In the existing building market, building owners are not making the move to full convergence, but rather focusing on areas that give the greatest return on investment or cost savings, which means updating HVAC and lighting systems first—giving

Facility Managers the greatest influence.

In most office buildings, building owners are responsible for facilities operations whereas tenants own and are responsible for IT. As a result, building owners have a stronger focus on upgrading facilities operations. This could change with full building automation, but it is not yet the standard.

It has become increasingly important to focus on energy reduction, but IT's focus has historically been limited to its own equipment. IT does not typically have the time, the mandate, or the resources to pursue building-wide energy reductions.

Security is increasingly coming under the responsibility of Facility Managers and not IT, especially in the existing building market. As a result, security associations, such as the American Society for Industrial Security (ASIS), are actively pursuing relationships with Facility Managers. Facility Managers are characterized as end-users of technology and their influence in the adoption of smart building technology has been underestimated.

### Arguments for IT Driving Convergence

On the flip side, there are a number of arguments suggesting that IT will win out in the race to be at the center of the building automation control system trend. Control systems and the network, in general, are IP-based—the domain of IT.

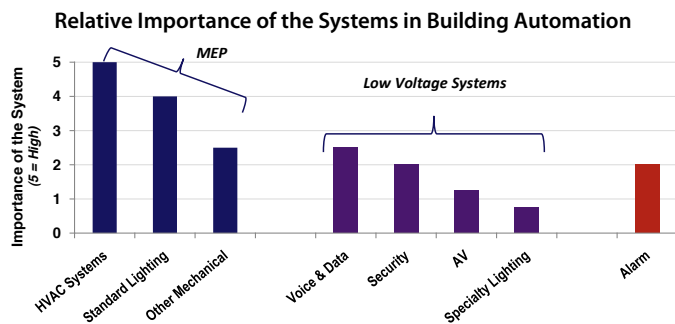
*"In the battle between IT and Facility Managers, there is little consensus as to which group is better positioned to be in charge after full convergence."*

*Julia Pegg is the Director of Research at Acclaro Growth Partners, a strategic planning and market research firm based in Potomac Falls, Virginia.*

IT has familiarity in managing and integrating diverse protocols and technologies. IT manufacturers and integrators are targeting commercial building automation, under the pretext of energy management. IT firms' initiatives are starting to aim at the larger issue of energy reduction, of which building automation systems (BAS) is a part. For example, Cisco and other IT firms are expanding their product and service portfolios to include BAS. HP and Oracle (enterprise software) intend to become more active in building automation in the future. Last year, IBM also increased its visibility in this area. Companies such as BAE and Lockheed Martin are getting involved in the Smart Grid business.

If a smart building were driven by the IT system, IT is a very influential group in a company and is used to being process-driven. IBM and others come at convergence from a strong process orientation and it is a natural tie into their efforts to help electric utilities get on board with Smart Grids to help buildings with energy management/savings.

IT integrators will realize they do not have the skill set to understand all different kinds of systems. However, with consultants readily available, IT integrators will acquire, contract with, or align with other contractors who can provide specific services.



MEP is the first system, after the basic mechanical engineering is complete, that an architect is concerned with. This receives roughly 50% of the architect's budgeted time, energy, money, and attention during the design stage. Standard high voltage lighting, very basic in design but very important to energy savings, is accomplished at the same time with MEP. Voice and data account for the next 25% of the budget, and all other systems (including specialty lighting) account for the remaining 25%.

Because MEP is the first group at the table during the building automation planning process, MEP engineers are a very influential group. However, in order for full convergence to occur, it will be important for all trades to become involved early in the planning process, which is not standard practice today. With other trades coming in later in the design process, their feedback becomes dis-

ruptive because some decisions have already been made and designs have already been developed by the rest of the project team (specifically MEP engineers and architects). It is also disruptive if there are budget implications that were not initially planned. So the chance for success is greater if all trades are involved early in the project.

The government has introduced incentives for building owners to reduce emissions and improve sustainability of the environment. These incentives primarily focus on HVAC and lighting improvements, but they are driving adoption of smart building technology, which is gradually moving the industry closer to full convergence.

As more building owners realize increased energy and operational efficiencies from implementing smart building technology the concept has gained credibility. Today's economic climate has put building owners in a position in which they are forced to figure out how to lower costs. Technology will enable them to do this. •



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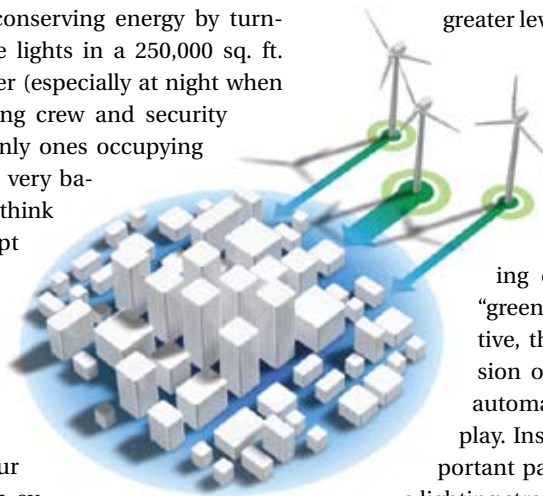
## Connecting Smart Buildings to the Smart Grid

*“Connecting a building to the Smart Grid without considering the tenant space will produce less than desirable results.”*

Saving or conserving energy by turning off the lights in a 250,000 sq. ft. office tower (especially at night when the cleaning crew and security personnel are the only ones occupying it) makes sense at a very basic level. One would think that a simple concept such as conserving energy in our built environment would be easy to implement. Given that energy (and, not so indirectly, our independence) is on everyone's mind and the fact that buildings consume 40+% of the total daily energy dollars spent, one would expect it to be a high priority.

To this day, however, common sense ideas often have been met with a lackluster response. Why is this such a low priority for many owners? The answers are not hard to find: 1) during boom times, making money trumps most other priorities; 2) in many situations, it is the tenants who pay the utility bills, and landlords have little motivation to conserve; 3) real estate companies struggle with “who” within their organizations should take ‘ownership’ of this issue (IT, PM, FM or Energy); 4) while executives promote “green” for marketing purposes, commitment and execution is often superficial; and 5) many new energy efficiency technologies involve CAPEX or, in some cases, initial impacts to OPEX investments and, without the motivation of an ROI, never make it past the budgeting process.

There have been bursts of interest in this topic from within the built environment over the last five to seven years. In fact, there are case studies of real estate companies that have implemented sophisticated technology solutions to monitor and manage energy consumption with a much



greater level of accuracy. Over the last thirty months, many of our trade associations have also joined in the battle to conserve and have begun to aggressively educate their memberships about conserving energy. While all of these “green” initiatives have been positive, there has been little discussion of the role that technology, automation and innovation can play. Insulated windows are an important part of the strategy, but so is a lighting strategy that can reduce energy costs by 50%.

### Enter the Smart Grid discussion

A few years ago, the discussion of the Smart Grid started to heat up. Major companies (GE, IBM, Siemens and most recently Cisco and Google) started to beat the drum about the benefits of being able to manage electricity in more sophisticated ways. Instead of producing power in large power plants and “broadcasting” the energy down very old “asynchronous” (one way) power lines, the idea emerged of a “networked,” very smart, easy-to-manage electrical infrastructure that connects to the network, for example, both your refrigerator and the solar panel or wind turbine in your backyard or on the roof of your office building. The idea is big; the benefits are big; the issues are big. So are the challenges. While the marketing of many of these large Smart Grid companies would lead one to believe that the technology is in place and everything has been figured out, there are mountains of questions ranging from privacy issues to standards (and everything in between) which must be considered and resolved.

One of the big issues to be figured out is how to “connect” a smart building to the Smart Grid

and what to do if we're starting with a building that is not so smart. Who in a building takes charge of this issue? Responsibilities vary depending on whether a build is owner occupied or multi-tenanted and then there are many different levels of responsibility in the landlord-tenant relationship. The legal structure and relationship will influence who takes the lead on this important topic. But once the "business" side of the equation is determined, you proceed to the building technology and the relationship with the Smart Grid. These are very important questions and, in many respects, are the primary reasons that so many building owners have not initiated energy plans. Other reasons for slow responses to this issue involve the maturity of the technology (which is still evolving) and the regulatory role of local, state and federal government agencies.

### Breaking It Down

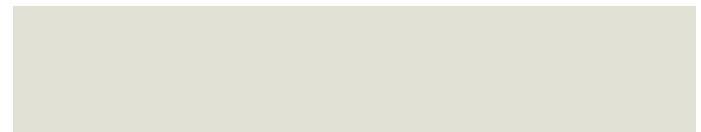
If you break the Smart Grid into three distinct categories, it gets a little easier to understand: 1) middle infrastructure (i.e., the transmission lines, sub-stations etc.); 2) the power plants (traditional and the emerging technologies; and 3) the end user (which translates to the building). These are the major components of a Smart Grid. When we isolate the building's role, it's easy to understand why this is such a complex issue. It's not only the connectivity of the building to the Smart Grid, it is also the internal infrastructure of the building that needs to be automated in order to create a completely digital, transparent connection. Connecting a building to the Smart Grid without considering the tenant space will produce less than desirable results. It gets even more complex when you take into account all of the other building technologies that need to be considered for integration into the building network—security, tenant communications, etc.—all while you're trying to figure out the connectivity to the Smart Grid for energy management and conservation.

The benefits of the Smart Grid get very interesting when you consider how a building owner could gain financially. Imagine yourself at 30,000 feet looking down on NYC. Picture all of the buildings as individual solar power plants that are able to sell unused energy back to utilities via Smart Grid technologies. This could create a very significant income stream for owners and operators once the idea is adequately developed. (*This concept was presented as a case study at Realcomm 2008 by ProLogis, which had begun putting solar power plants on the top of the very large, flat, well-suited roofs of its industrial buildings. Realcomm Advisory Vol. 7 No. 7 – 4/24/2008*)

The bottom line is that the idea of smart buildings connecting to the Smart Grid is an idea whose time has come. Whether adoption

is fueled by financial opportunities or by legislation, it is not going away. In the early stages, as with all new technologies and ideas, there are more questions than answers. However, Washington's 3.2 billion dollar commitment to the Smart Grid is sure to advance the topic and produce real results.

The question still remains, "How will buildings connect to the Smart Grid?" •



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## Commercial Real Estate Discovers Banking Technology

### Are You Maximizing Your Cash Flow?



**Tamir Shafer**  
NOI Strategies

Over the last two decades, financial instruments have evolved rapidly, and the complexities associated with managing all aspects of these instruments (e.g., cash flow, regulatory requirements, reporting) have also increased. At the same time, commercial real estate (CRE) companies have expanded the types of projects into which they have entered, and many have established a web of LLCs, partnerships, and entities across their portfolios. Often, each of these projects and ventures has its own cash flow; and, in some situations, they are not limited to one country or currency. It is likely that there will be at least one bank account in place for each entity; often, there will be several. The reality is that CRE companies are as much cash managers as they are asset managers. Are these firms up to the task of effectively and efficiently managing the financial intricacies associated with the multitude of cash related transactions occurring across their entire enterprises?

What if we were to broaden this and ask a series of questions related to the entire treasury space—how would your company stack up?

Y N

- ✓ Does your company learn about its daily starting bank balances and/or intra-day banking activity by logging onto a bank's website?
- ✓ Do you generate cash wires using a bank website, an e-mail or a fax?
- ✓ Are daily/weekly/monthly financial investments managed only via a spreadsheet?
- ✓ Are the contracts in place with your banks kept only in paper form and not reviewed in the last 6 months?
- ✓ Is a spreadsheet used to derive and keep track of payments related to all of your debt instruments?
- ✓ Has anyone analyzed the bank fees charged within the last 6 months? 6 years? Ever?

Most CRE firms would answer "Yes" to at least

one of the above questions; many would answer "Yes" to all of them.

#### Fragmented Process / Fragmented Technology

The treasury space encompasses a wide array of services and responsibilities within a CRE company: cash management (e.g. wires, receipts, and cash-flow projections); debt management; short-term cash investments; general funding; and bank relations. Within many companies, the management of these moving pieces is fragmented. Various departments oversee a combination of spreadsheets, databases, and websites in order to manage and monitor all of these components. Not only is the technology fragmented, the processes and responsibilities are fragmented as well. This leaves the company open to risk and potential financial loss, as there is no single centralized engine or repository that houses all of its information.

#### Treasury Work Station

A secret that investment banks have known for a long time is the treasury workstation (TWS). Few technology platforms offer returns on investment as tangible as TWS. Treasury organizations within global investment banks such as Barclays Capital are completely structured around one TWS. Cash management, bank fees, debt issuances, coupon payments, financial investments, bank contracts are all captured within this single system. An effectively utilized and integrated TWS will house and process all treasury related data and information in a neat package, and it can access past and present information and even predict future cash flow requirements. Its greatest value, however, is its ability to maximize the potential of cash flows, while at the same time optimizing the cash flow process itself.

#### Speaking the Banks' Language

Electronic messaging with banks is an integral part of a TWS. It allows everything from wires, to cash receipts, to bank balances (opening & intra-day) to be captured within its own framework

*Tamir Shafer is the Managing Director with NOI Strategies. Across a 15-year career, Tamir has managed the international treasury operations at investment banks such as Goldman Sachs, Barclays Capital, and Morgan Stanley, overseeing up to \$250 billion of cash flow and related liquidity positions.*



and makes it available for viewing on a customizable graphical user interface (GUI) to those authorized. Over the years, banks have established an intelligent network of messages they use to communicate with each other and with their clients. The primary global network is called SWIFT, and a multitude of this network's message types (MT) are available depending on what needs to be transmitted. TWS can subscribe to these messages, and then translate, generate, publish and display them for users. From a financial perspective, since banks charge significant fees for the use of their tools, TWS can reduce or eliminate many costs, as electronic messaging is the ideal and least expensive method of communication.

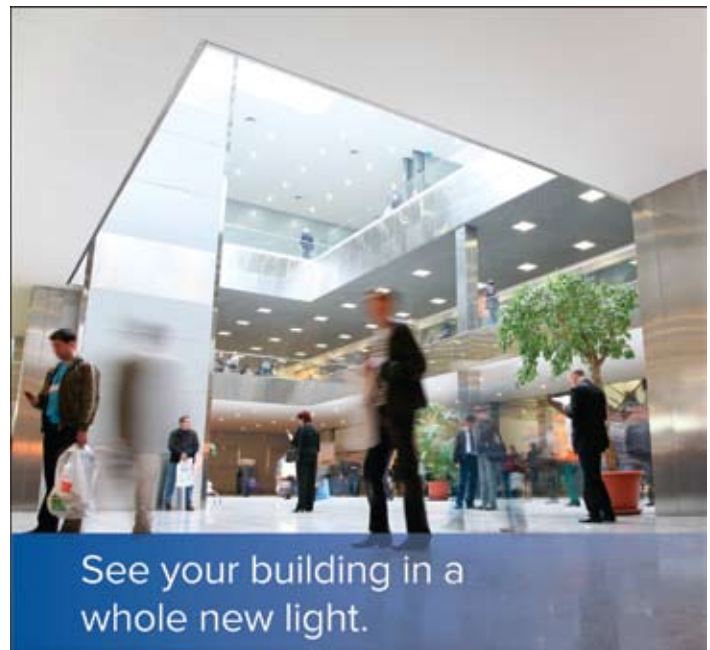
#### Integration & Functionality

Once a TWS has been integrated, its data can be scrubbed, analyzed, sliced and diced and reported on in an almost infinite number of ways. It can provide general ledger postings while also highlighting discrepancies between cash movements in a bank account vs. internal expectations of these same cash movements. Users can enter data into TWS that will be available immediately for review and processing.

The capabilities go even further. Generally, it is easily customizable so that GUIs can accommodate nearly any viewing request, and modules can be added to enhance the core functions of the TWS. One popular add-on is the 'Standing Instructions' component, which allows frequently used payment instructions to be maintained, allowing wires to be generated with programmed payment instructions (e.g., to clients, vendors, and government agencies). This reduces operational friction and increases efficiency, while reducing the need for multiple data sources of information. Another popular component is 'Pre-Settlement', which permits a separate control group to review, modify, and release messages to the bank and the general ledger. With this component in place, all wires and postings have to pass through this "control" mechanism before they can be completed—a built-in risk mitigation control.

#### In Summary

TWS is a comprehensive tool that, when integrated properly, can result in perpetual dividends. It is customizable and user friendly, and the initial costs are not insignificant. The substantial functionality it provides is a quantum leap over traditional methods. Entire operational groups can be built around its utilization. Treasurers can have a wealth of information at their fingertips in real-time. Risks will be mitigated, fees will be reduced, efficiencies will take hold, and order will be restored. The positive impact that a TWS will have to a firm's net operating income will be considerable, and, once it is fully integrated, it will be hard to imagine how you functioned without it. •



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## OSCRE—Global Standards to Go By



**Catherine Williams**  
Chief Executive of OSCRE

*"As we emerge from recession, are we really ready to face the demands of the 21st century real estate market? Is real estate keeping pace with evolving trends?"*

PISCES and OSCRE Americas merged at the end of 2009 to begin the new decade as 'OSCRE', with a truly global perspective and a vision of enabling the real estate industry to work more effectively through the use of cost-effective, standardized and automated electronic information exchange. Its mission is to offer the global leadership necessary to deliver electronic standards for exchanging real estate information and to provide guidance, a platform, methodology and resources to enable the real estate industry to use modern technology effectively. OSCRE is a non-profit industry-wide initiative whose members share a view of a future in which rapid, concise and unambiguous information exchanges carried out through computer-based systems will be used throughout the real estate industry resulting in significant value enhancement.

### The motivation behind the merger

PISCES, formed in 1991, had developed a standard for the investment market in the UK, primarily to transfer property management data into valuation and forecasting systems and for performance analysis. In 1993, PISCES was contacted by a group of corporate real estate professionals who were interested in similar standards, and OSCRE Americas was formed.

The notion of OSCRE as a global umbrella was contemplated then, but operationally, it and PISCES remained two separate entities, albeit sharing technical resources.

The recession, with its particular impact on real estate, was the driver to formal merger, although for organizations devoted to standardization, it is arguable that maintaining two names and two boards had persisted for far too long.

We operate in an increasingly global market, and even if an organization has no plans to operate globally, it is likely that the entities with which it exchanges data with are or plan to be

global. There are other reasons why a global perspective on standards is important as well.

Standards created using a 'local' perspective are more vulnerable to being superseded by external ones, resulting in wasted time and expense; and, the existence of multiple local standards organizations, without global cohesion causes confusion and discourages the use of standards in general. Being global, we generate a larger mass of participation and can share overhead costs such as website, research and expertise, thereby delivering greater benefit to local markets.

### Industry Domain Groups for Effective Engagement

It is vital for us to maintain strong relationships with the diverse sub-sectors and local markets that comprise the real estate market and we need to be organized in such a way that we can effectively identify specific data exchange challenges and prioritize the creation of solutions to address them. To achieve this, we have structured OSCRE under industry domains, which will be led and managed by nominated executive members and a board of directors.

We already have a membership base and standards for business processes in investment, corporate real estate/facilities management and residential conveyance/home buying, so this is where we will begin; local geographies will be represented within the industry domains. These strategic groups will bring together the membership, wider industry experts and trade associations to identify areas where data exchange and data sharing is manual and/or problematic, and will prioritize the creation of solutions in an overall road map for each sector.

### Need for Data Standards Grows

The severity of the recession continues to remind us that we are living in a changed world. Not only are we all under severe cost pressures, but also

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*Catherine Williams has over 20 years of experience in real estate and is the Chief Executive of OSCRE.*

the global credit crisis has altered the very nature and structure of capital markets. Identifying strategies for surviving and thriving in this changed market is paramount. Analyzing positions, preserving capital and identifying and removing toxic assets from portfolios will demand sustained focus and a strategic move away from individual risk management silos to a more holistic, firm-wide risk management strategy. Add to this a heightened regulatory climate, increased accountability of owners for sustainability, and reporting on energy performance, and it is clear that we have moved to a whole new level of data analysis and reporting.

Process analysis, meticulous data management and the application of technology are essential to manage this additional burden most effectively and to avoid the scenario of having trained real estate experts less than optimally employed—filling in forms or entering, checking and reconciling data.

How are we doing? If this recent face book entry is anything to go by then it would appear not too well:

*“Thank god this week is over! Finally finished reconciling CRC energy efficiency data, now just need to register about 250 electric meters with the environment agency. What a wonderful job I have—not!”*

There is increasing demand for consistent and accurate data, so is it really acceptable to us that, in the 21st century, portfolio and lease data sets are often re-typed and stored in duplicate or triplicate? The process inevitably introduces error and reconciliation causes a lot of unnecessary (and boring) work that wastes valuable resources and adds a great deal of cost to the process. I suspect that most do not even try to quantify this inefficiency or they would have fixed it.

Mark Linne and John Cirincione, writing about standards and the valuation process recently rightly point out that, “Real estate is one of the of the last major components of the economy to take advantage of the standardization of data and the technological innovation that has defined other sectors of the economy.” What an admission!

There is clear evidence of a growing requirement for standards, and OSCRE has already delivered several that can be easily adapted for use in multiple local markets. More importantly, OSCRE has the experience,

structures and processes in place to accomplish this. Developing standards is deceptively complex, but the hard work has already been completed. Collective expertise and collaboration is the key to improving our industry.

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## ROI ... The New Driver for Innovation!

*“Commercial real estate is beginning to reach to IT for solutions to many formidable business problems; we cannot squander the opportunity.”*

**T**echnology ... think the wheel. Technology, or more accurately, automation has been around since the beginning of time. People have either gotten discouraged by the traditional way of doing things or excited about the prospect of doing them in a better or different way. Whatever the reason, at some point things change, sometimes quickly ... sometimes slowly. Today, when we say ‘technology’ we think about laptops, iPhones, servers, software, flat screens and a host of other products and services. In today’s world, technology is usually associated with something electronic.

The first historic mention of an elevator (technology) was in 236 BC, but it was not until 1850 AD that an elevator made its way into the actual design of the contemporary buildings that we’re all familiar with. What prompted that commercial real estate owner to install the first elevator? Was it the prestige of having a taller building? Were the tenants asking for it? Was the first impulse truly visionary or was it based on economics? The same questions could be asked about another new technology of the time—indoor lighting. With so many unforeseeable risks, including a building burning down, what prompted the first installation of electric lights?

Fast forward to 2010 and the technology we discuss in relation to commercial real estate now ranges from e-mail to building automation and everything in between, and the job of discovering, evaluating, selecting and managing technology is more and more complex every year. The technology/automation decisions confronting real estate organizations today present a daunting task. Not only do these independent technology solutions have to deliver on their specific promises, now they have to be integrated with

hundreds of other applications.

Despite today’s challenging economic conditions, technology remains one of the best defensive (as well as offensive) options for an organization. Defensively, there is no better toolset than automation to drive efficiency and cost savings. The biggest philosophical challenge is to impel these efficiencies at the same time people and companies are looking for job growth. We are undergoing a major paradigm shift and efficiency must be achieved for a company to be able to com-

pete. Individuals who lose manual mundane jobs (often to technological advances) will have to be retrained. From an offensive standpoint, automation can be used during an economic downturn to achieve a competitive edge; it causes us to rethink and redesign the business processes associated with owning, managing and transacting real estate. This has historically been successful. Not too long ago, we traveled to the store to rent a video or to have film developed; now we complete these tasks ourselves—and from the comfort of our homes. In a few years, we will likely make the same types of analogies within our industry. (Think—putting a check in an envelope and mailing it versus electronic funds transfer (EFT).)

Clearly, automation is a tool for managing through troubled times, but we must be realistic about and mindful of finances. A commercial real estate organization struggling with increased vacancies, lease renegotiations, price devaluation or debt restructuring can’t afford to make mistakes when it comes to committing scarce financial resources. Everyone understands the fundamental value proposition of automation, but it still requires prudent decision-making when it comes to technology investments. Survey any organiza-



tion and you could find hundreds of suggestions as to how to spend “automation dollars.” The key is to develop a prioritization plan and select projects that offer the “biggest bang for the buck.”

While we at Realcomm have been strong advocates for innovation, we understand that innovation needs to be in the context of overall financial conditions. It doesn't make sense to get excited about technology if there is no way to cost-justify its deployment. However, if you combine technological innovation with the need for a reasonable return on investment, the entire process of adoption can be accelerated. It can force us to examine business problems (the real “pain points”) and seek solutions. This is what business is all about. If IT professionals can strategically impact their respective organizations at a time when they really need help, the role of those professionals will be advanced within the organization. This could be a time where IT makes significant strides in advancing its relevance within a real estate organization.

If, over the next two to three years, we focus on finding the biggest opportunities (on both sides of the equation—increasing revenue and decreasing expenses), if we develop prioritization protocols that allow low-risk, high-return solutions to float to the top, and if we implement strict ROI guidelines, there is a good chance that IT can help lead our industry out of the current economic situation. Our industry is beginning to reach to IT for solutions to many formidable business problems; we cannot squander the opportunity. This period is much different from the dot-com “craze” of several years ago; this time we have experience on our side. We've waited for the technology to mature; we are beginning to under-

stand the business-drivers behind good IT decisions; and we are acutely aware of today's financial realities. If we do this right, IT will be viewed as having a much more strategic role in real estate companies and they will be much better run as a result. •

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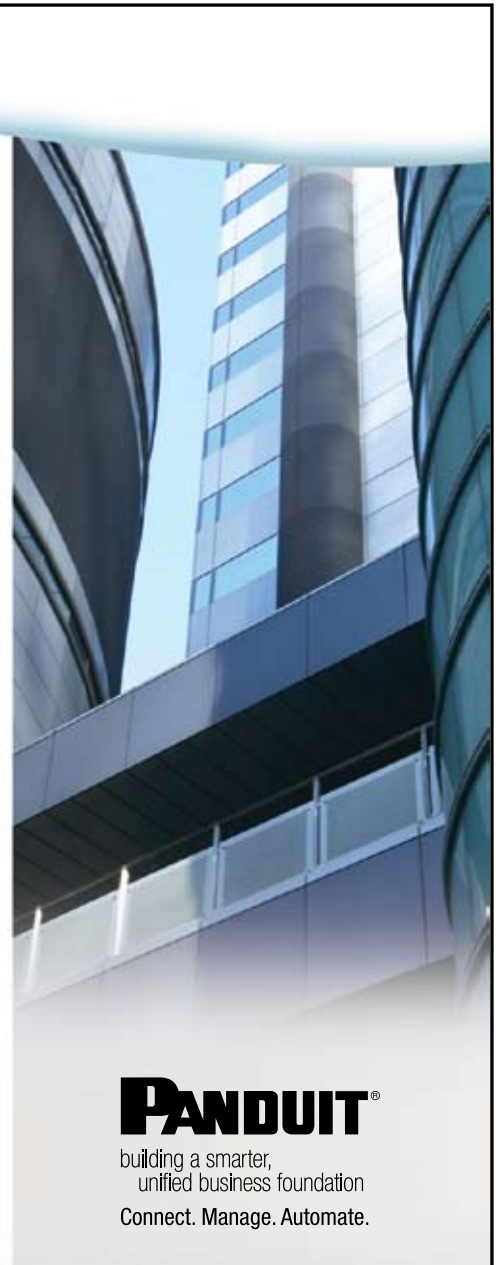
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## Smart Cities, Intelligent Communities and u-Cities What's in it for you?



**Bill Hutchison**  
Chairman  
Waterfront Advisory  
Council

**W**hat's in it for you? It could be higher prices and faster sales for buildings or new community economic development with \$100 million in new salaries for every 1000 new jobs. More innovation and industrial "clustering" of companies, lower operating costs for buildings and lower carbon emissions for your community are other potential benefits. It depends on your point of view, competitive drive and interests.

The fact is that if you create one of the world's leading intelligent communities, invariably the by-product will be economic growth with increased land and real estate prices, and "new economy" job creation. The list could go on and on.

### What Are They?

The Intelligent Community Forum (ICF) annually selects the "Intelligent Community of the Year" and its affiliation with the World Teleport Authority hints at the origins of intelligent communities. They evolved from districts around "teleports" that were ground stations providing the earthbound connections to satellite communications systems. Developers and real estate agents realized the business potential from the connections between a better communications infrastructure and superior opportunities when they found they could charge more for their properties and sell them faster. Entrepreneurs wired up the districts around these teleports with better than average communications facilities connected to the satellite ground stations, and this gave residential and business tenants in the district distinct advantages over other areas (higher speeds and lower communication costs).

Smart Valley in California's Bay Area and Singapore's Intelligent Island were important intelligent community pioneering initiatives

in the early '90s, followed by Malaysia's Multi Media Super Corridor and Hong Kong CyberPort in the late 90's and early 2000's. Now the world is moving into "smart, intelligent or ubiquitous; s-, i- and u-cities" with increasing urgency. The equally increased momentum is being supported by initiatives around "Smarter Planet" (IBM), "Connected Living" and "Connected Real Estate" (Cisco) as well as other programs initiated by political leaders or private sector entrepreneurs like Richard Li, who promoted the concept for Hong Kong CyberPort. The success of earlier initiatives is also becoming better known and the entire concept has gained credibility.

### When the Exceptions Become the Rule

You would think that twenty years of historical evidence on the benefits of smart communities would cause developers, politicians and city economic development departments to fall over themselves to join the parade. This has not been the case until recently, with some notable exceptions. President Ma of Taiwan was Mayor of Taipei when his city won the Intelligent Community of the Year award in 2006. He was so impressed with the benefits to his city that, in 2008, after becoming president of Taiwan, he began an i-Taiwan initiative to make the entire country an intelligent nation. Singapore is now in its third multiyear intelligent community program with "IN2015: Intelligent Nation 2015". This will ensure that it remains among the leaders of intelligent nations and communities.

Some municipal officials along with real estate, development and construction industry leaders are providing important leadership around the world, but many in the ecosystem are neither accepting nor promoting the benefits of investing in these new opportunities. On the other hand, Stockholm won the Intelligent

---

*Bill Hutchison is a professional engineer and Waterfront Toronto's Executive Director, responsible for ensuring that Toronto's 2000 acres of revitalized waterfront land becomes one of the world's leading Intelligent Communities. He is also a member of the international jury of the Intelligent Community Forum.*

Community of the Year award last year and South Korea has the massive Songdo and Incheon projects shown in Figure 1. Abu Dhabi has Masdar and a number of other initiatives on the drawing board. The state of Ohio began with an advanced network originally called Cleveland One that is evolving across the state as the foundation for its intelligent community initiatives. Toronto has i-Waterfront, the largest intelligent revitalization project in North America (Figure 2). Kentucky is promoting the first u-city in the United States—the Manhattan Harbor project in Dayton (KY).



Figure 1

It is generally accepted that buildings and their operations create 50% of the world’s carbon footprint. Yet the real estate industry was not represented as a distinct sector in the Copenhagen climate discussions. Coordinated leadership is lacking. For new construction, creative new models are needed to encourage up-front investment in the intelligence of its buildings so society can reap the subsequent downstream benefits of emissions reduction. When and how do we get the industry to invest? The slow pace at which many city governments are moving to introduce new building codes and grant permit approvals, and the snail-like acceptance of new criteria for those permits are problems around the world. Even in the new, well-publicized Middle Eastern cities and communities, “city hall” approvals often follow the same slow bureaucratic processes that plague many cities in the western world.

New investment models will have to allow developers to reap some of the downstream benefits of the additional front-end in-



Figure 2

vestments required for intelligent buildings. Some innovative new models have been introduced in Songdo, South Korea and other concepts are being explored in the Waterfront Toronto revitalization initiative.

### How Do We Get There?

A model helps to understand the requirements for and elements of creating an intelligent community. The five layer Intelligent Community Open Architecture “i-COA”® model in Figure 3 illustrates the main pieces of the puzzle along with the elements in each layer.

The advantage of this model is that the activities and elements within each layer can be described, as can the relationships between layers. Some notable communities, particularly new ones, are focused on Layer 1: Place.



Figure 3

They promote iconic buildings and other structures designed to entice the public. Dubai is an example of where Place has a high priority. Other communities have promoted high-speed ultra broadband in Layer 2: Broadband; but these have been weak in their support for new applications or content that capitalizes on the potential of ultra broadband. The Utopia network of communities in the US exemplified where weak support for applications and content resulted in low consumer acceptance of the network, until it increased emphasis on content, applications and customer support.

In her seminal 1961 book, *The Death and Life of Great American Cities*, Jane Jacobs argued that, “It is futile to plan a city’s appearance, or speculate on how to endow it with a pleasing appearance of order, without knowing what sort of innate functional order it has. To seek for the look of things as a primary purpose or as the main drama is apt to make nothing but trouble.” She would certainly have endorsed the i-COA model, with its concept of looking at all of the elements together when planning new communities or improving on existing ones.

Layer 1 is one consideration when creating great cities, but cities have won the Intelligent Community of the Year award without making significant improvements in their physical dimension. What they have done is add some very substantial new communications infrastructures in Layer 2, and then they have focused on Layers 3 & 4 to improve their collaboration ecosystems and create new content and application opportunities enabled by their new communications infrastructures. Layer 3 became a new “Collaboration Ecosystem” in the i-COA model. These new initiatives in innovation and business clustering supported creation of the new e-applications shown in Layer 4. It was this combination that won them global recognition as Intelligent Communities of the Year.

Sometimes these new e-applications provided new support for logistics services, as was the case in Singapore. In others (as well as in Singapore), it has been health care, business collaboration, education, government services, and community convenience services, such as current information for transit. The question, ‘When will the next bus arrive?’ can be answered on your mobile phone—a good

# GLOBAL UPDATE

example of a “convenience” application. Glasgow, Scotland, and the cities of Fredericton and Moncton in New Brunswick, Canada each installed new advanced communications infrastructures to attract new industry and support the growth of existing ones. Fredericton and Moncton subsequently invested in new models for e-health, e-business and other applications and both were among the final seven intelligent communities in the 2009 awards from the Intelligent Community Forum. Glasgow won the award in 2004 after creating 60,000 new jobs while transforming its economy from shipbuilding and heavy industry to new knowledge-industry jobs.

The importance of a community’s collaboration ecosystem is demonstrated by the contrast between the Boston area and Silicon Valley in California from the ‘60s into the ‘90s. Both regions had excellent academic institutions and both were home to large IT companies. What Boston lacked was a collaboration ecosystem. Companies that were located along Route 128 around Boston did not collaborate or create collaboration ecosystems with the same energy as those in Silicon Valley. Collaboration over breakfasts, dinners and evenings in the pubs in Palo Alto, San Mateo, Menlo Park and San Jose are legendary. They provided the timely exchange of ideas between venture capitalists, company executives, technology leaders and academics. As a result, Silicon Valley outstripped the economic growth of the Boston area by a large margin.

Opportunities provided by today’s new fiber optic and advanced wireless ultra broadband networks will allow innovative communities to create new collaboration ecosystems. It will be interesting to see which communities identify the opportunities and aggressively move forward. Singapore is already laying the foundation, as are Taipei, Seoul and other cities and communities in Asia, Europe and the Middle East. Google’s recent announcement of ten one-gigabit-per-second communities of 50,000 people each across the US and the major fiber optic investment by Verizon provide impressive opportunities for new collaboration ecosystems.

## Don’t Forget The Plan!

It is not only the speed of the network that is important; the model matters a lot! Will it be a closed access network or will it be open access (similar to a city street where anyone can use it subject only to some “rules of the road”)?

In 2009, two very credible reports were published. One was in the US, financed by the Federal Communication Commission (FCC), in response to a request from the Obama administration for background on the best communications infrastruc-

ture strategy for investing stimulus funds. The other was by the Organization for Economic Cooperation and Development (OECD). It produced a communications background report for its 30 member countries in response to a request from country leaders who met in Seoul in 2008. Both studies ranked the US and Canada in the bottom half of the world’s top 30 countries, and both strongly promoted the benefits of open access public networks as providing important strategic advantages.

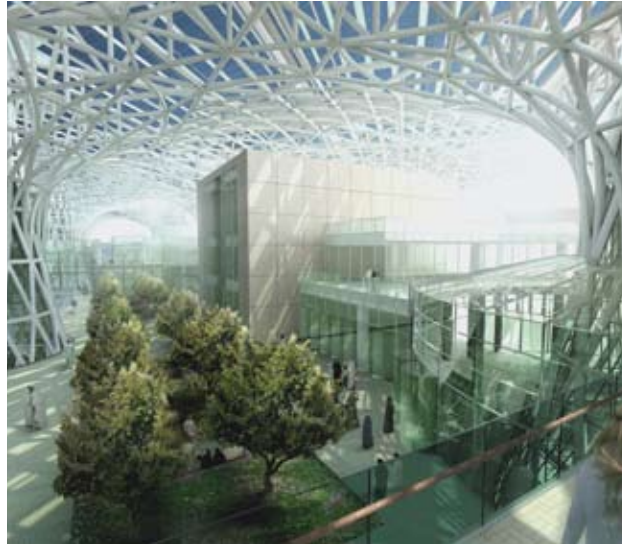
## The Door to the Future is ‘Open’

Telcos and cable companies have previously created closed access networks and engaged in “facilities based competition”. When the cable companies were able to get cable into homes, they had won the “competition”; they determined what content was and would be available to consumers. There was very little

open innovation with respect to content in the home or for community development. Today, an increasing number of communities and governments (including the national government of Australia) are embracing the concept of open access networks. This is because they recognize that open access networks will provide the consumer with a wider choice of content in the home, including virtual tours of local and distant museums, a library channel, opportunities to watch local kids playing soccer, or whatever the local community activity happens to be. Local interactive health services are already available in communities with open access networks and their residents benefit from new cultural and business opportunities for community innovation and job growth.

New open access ultra broadband infrastructures with the next generation of collaboration ecosystems will support the rise of new Silicon Valleys. Unfortunately, political and business leaders in many cities and countries around the world seem oblivious to their potential. Their communities are falling behind while other leaders are creating important competitive foundations with open access very high bandwidth networks that will win the future as surely as digital cameras replaced film and the PC replaced the mini computer.

Now is the time for leaders in the property development, construction and real estate industry to lead once again, as they did when they actively promoted and led the creation of the original smart districts around early teleports. They pioneered the early intelligent districts. The opportunity now is to facilitate community transformation, economic development, social innovation and new jobs while showing environmental leadership with new concepts in intelligent buildings. Vast profits and new opportunities will go to those who lead the way. •



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## Using Social Media to Get the Message Out

By Andrew Waller  
& Bob Thompson  
Remit Consulting

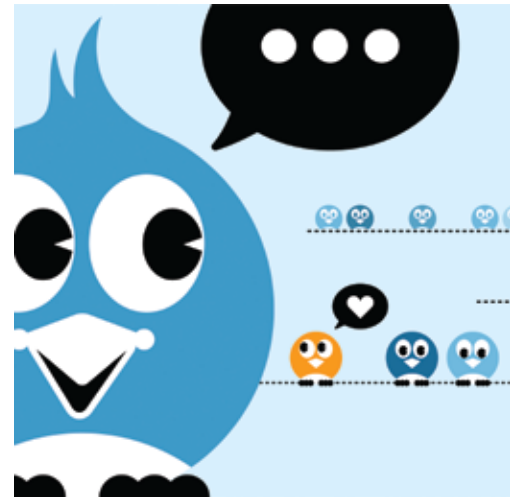
*“... it is important to be more focused on quality rather than quantity in building our social media distribution network.”*

Social media is everywhere. In a burst of creative energy reminiscent of the first dot com boom, it seems that every day new sites and models push the boundaries just a bit further. For individuals, a cornucopia of channels offers an overwhelming choice of possible interactions; however, for the commercial user, the elephant in the room is how to monetize these services. For many that elephant will be white; for some, it offers the potential of significant commercial advantage.

At first, to a property manager or a retail agent, all this is of fringe importance, at best; it is easy to laugh at the nonsense on Twitter. The key questions, however, shouldn't be about what is foolish or irrelevant about it, rather how a short messaging service can be smart and useful for both individuals and corporations. In the last few years, traffic on Twitter has exploded, growing far beyond the geeks and hardcore social networkers and into the corporate world. Younger people particularly will be active social networkers and are aware of the possibilities that it has—and there is a broad spectrum of interests vying for attention. At one end, there are purists to whom any corporate involvement is an affront; at the other, there are the dogged supporters of the status quo, who believe the best way to deal with change is to ignore it.

### The Industry Must Engage With Social Media

Social media is still evolving and, despite the numerous innovations and useful tools already in place, many of the business models are unproven and often unprofitable. Yet, it is dangerous for the commercial real estate industry not to engage. Based on the sheer volume of users on the major networking sites (40 million users on LinkedIn alone), it is unlikely to go away. Rather, it will evolve and should be approached as a valuable marketing vehicle. At present it is possible to experiment with this media cheaply and, in many cases, for free. All that it costs is



resources and much of the “work” is an extension of the marketing and networking that your team, if any of them are under 25, may already be doing.

### Case Study

One of our UK clients was interested in getting maximum exposure within the property industry for a whitepaper they had written. *The Role of Social Media in Commercial Property*, as it was called, was commissioned by the Royal Institution of Chartered Surveyors (RICS). It explored the social media phenomena, giving examples of its use in commercial real estate and suggestions for property professionals to learn how to use it effectively. The paper was published at the end of November. We were uncertain how many commercial real estate people use social media, but suspected that it would be a low number, and therefore prepared to reinforce the launch with emails and more direct marketing.

We started low key, trailing the paper to the *Estates Gazette* and *Property Week* (the two main UK property journals) which both mentioned in related articles that the paper would be forthcoming. From this, we logged about 30

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*Remit is an independent, international team of real estate experts with offices in the UK, the Netherlands and Germany. You can reach Andrew at [andrew.waller@remitconsulting.com](mailto:andrew.waller@remitconsulting.com) or Bob at [bob.thompson@remitconsulting.com](mailto:bob.thompson@remitconsulting.com) or visit the Remit website at [www.remitconsulting.com](http://www.remitconsulting.com).*

people who would want an email link when it was published online. After publication, we put a copy on our website and shortened the URL. (We used a service called bit.ly, which not only shortens the URL to 13 characters, but tracks hits and analyzes where they come from. It also tracks across various social media platforms and sorts by country.)

#### **One Short Tweet For Man ...**

The shortened link doesn't take up valuable space in a tweet (limited to 140 characters). The first tweet with a link to the report was posted on 23rd November and was picked up by 12 people. It was a modest start. We sent emails to 30 individuals we thought would be interested, and began getting some positive feedback, so we sent out a second tweet: "Just sent out links to the RICS paper on Social Media—very popular, thanks. If you haven't seen it—<http://bit.ly/4XA0r9>". A few other sites re-tweeted to their followers and the website hits went up to 223.

After Twitter was working well, we turned our attention to web portals. We uploaded the link to CREOpoinpoint, a portal site that has a good following in the US, and added a discussion thread about the adoption of social media and a link to the paper. CREOpoinpoint picked this up and featured it on their front page, leading to a set of discussion posts and 70 additional downloads. We added the paper to two other portals—RE Orb, a UK based service, and BCO Research Portal. Both of these are 'slower burns' and held the paper on their sites for download, rather than just providing a link to our own website.

Finally, Magnus Svantegard (based in Stockholm), an enthusiastic follower of innovation in real estate, wrote a blog about the paper and added his own thoughts. He tweeted about his blog; we re-tweeted and there was a new blip of downloads.

#### **One Bunch of Tweets for Mankind**

The "half-life" of marketing on many of the social media tools is very short, as little as an hour on something like Twitter. This means that to maintain any sort of momentum, we had to keep marketing. However, the occasional tweet from CREOpoinpoint (as the location of the paper on the site changed) and an increasing number of emails as people found the time to read and pass it on resulted in over 900 registered downloads by the end of the year.

#### **What Does It All Mean?**

This was not a comprehensive campaign. Knowing what we now know, we would have :

- persuaded other Twitter followers to re-tweet our messages across a wider targeted;

- sent daily tweets or re-tweeted at intervals to 'catch' those who missed the first ones (the people with many followers who you want to pick up on your tweets have many other tweets to read);
- written our own blogs picking out key points from the paper and tweeting these in support.

Nevertheless, this exercise generated many more downloads than we had expected. Our initial expectation was that the number of property professionals using social media would be low, and that 100 downloads would have been a good result. The RICS advertised the paper through their e-newsletter and got 350 visits to their page and 130 downloads of the paper.

#### **Push or Pull**

What was especially interesting and revealing about this type of marketing was that people were going to the site to download a copy—in contrast to the "traditional" email marketing method of including a copy of the paper as an attachment (which, as everyone knows, clogs email boxes and is often discarded). Tapping into the mood of the moment and generating information that people will pull, rather than pushing information at unresponsive recipients, creates a far higher level of interest. Compared with a traditional response rate of 5-7% (in a typical email campaign), this exercise, which began with a tweet to a following of just 70 people, was much more effective. It is difficult to prove if this initiative generated anything more than goodwill for the RICS and Remit Consulting; however, as a means of developing a wider range of relationships and spreading a particular message in a short space of time, it was clearly successful.

#### **Corollary**

The success of this modest campaign underlines the need for organizations to engage more effectively with social media. It's impossible to gauge how much better our response might have been if we had been more rigorous in our distribution to key users on Twitter or if we had blogged it more vigorously. We now know, however, that it is important to be more focused on quality rather than quantity in building our social media distribution network.

Evaluating the impact of social media in this instance was relatively easy in that we were able to monitor the number of hits to the website and downloads of the paper. Success could be significantly more difficult to assess when the message is broader or the distribution more diffuse. In these instances (as regards a brand or a particular product), mapping the social media universe could be a useful exercise. Not only can the spread of the message be seen over time, but any indirect feedback could be monitored and acted upon in a timely fashion. •

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|    | <p><b>Encelium Technologies</b><br/>Encelium is a technology development company specializing in addressable lighting control and energy amangement systems for commercial buildings.</p>  | <p>Eddie Johnson<br/>VP Sales<br/>502.807.7492<br/>EJohnson@encelium.com</p>                                       |
|    | <p><b>Hirsch Electronics</b><br/>Hirsch's award-winning building security systems enable property owners and managers to improve tenant retention, cut operating costs, and even increase revenue.</p>                               | <p>Robert Fitzgerald<br/>949.250.8888<br/>rfitzgerald@hirschelectronics.com</p>                                    |
|    | <p><b>Johnson Controls, Inc.</b><br/>Johnson Controls integrates technologies, products and services to develop smart environments that create a more comfortable, safe and sustainable world.</p>                                   | <p>John Fleming<br/>Director, Commercial Real Estate<br/>905.474.5491<br/>john.j.fleming@jci.com</p>               |
|  | <p><b>LonMark International</b><br/>LonMark International is a global membership organization created to promote and advance the business of open, multi-vendor control systems utilizing ISO/IEC 14908-1 and related standards.</p> | <p>Bettina Skehan<br/>Director of Marketing Communications<br/>408.938.5266<br/>bettina@lonmark.org</p>            |
|  | <p><b>Trane</b><br/>Trane, a business of Ingersoll Rand, improves the performance of homes and buildings around the world.</p>   | <p>Randy Amborn<br/>Global Controls Marketing<br/>Communication Manager<br/>651.407.4004<br/>ramborn@trane.com</p> |
|  | <p><b>Triacta</b><br/>Triacta provides tenant submetering in commercial multi-tenant buildings which reduce operating costs, increase building value and qualifies for LEED points.</p>  | <p>Gordon Echlin<br/>Director, Channels and Marketing<br/>613.256.2868<br/>gord.echlin@triacta.com</p>             |
|  | <p><b>Tridium</b><br/>Tridium is the global leader in intelligent building automation technology and device-to-enterprise integration solutions.</p>   | <p>Marc Petock<br/>VP Global Marketing &amp; Communications<br/>804.527.3114<br/>mpetock@tridium.com</p>           |
|  | <p><b>Watt Stopper/Legrand</b><br/>Watt Stopper/Legrand's energy-efficient lighting controls stop energy waste in both commercial and residential buildings.</p>   | <p>Stan Lynch<br/>VP of Sales/Tech Support<br/>800.879.8585<br/>stan.lynch@wattstopper.com</p>                     |

# Business Solutions

|   |   |  |
|---|---|--|
|    | <p><b>AMTdirect</b><br/>On-Demand Real Estate Information Solutions—The complete real estate management solution whether you have 10 or 10,000 properties.</p>  | <p>Scott Schubert<br/>Head of Sales<br/>704.896.3118<br/>sschubert@amtdirect.com</p>                       |
|    | <p>★ <b>ARGUS Software</b><br/>ARGUS Software creates universal software and service solutions that reveal, optimize and realize value for the commercial real estate industry.</p>                       | <p>Jennifer Andrade<br/>Senior VP of Marketing<br/>713.341.3630<br/>jandrade@argussoftware.com</p>         |
|    | <p>★ <b>AssetEye Inc</b><br/>Leading provider of advanced software solutions for real estate investors, advisors, asset managers, and developers.</p>   | <p>Stuart Siegel<br/>VP Sales<br/>212.904.1166<br/>stuart.siegel@aseteye.com</p>                           |
|    | <p>★ <b>AvidXchange, Inc.</b><br/>Automate AP with AvidInvoice, the industry-leading SAS 70 certified workflow solution to increase visibility to pending invoices and improve cash flow forecasting.</p> | <p>Janine Skinner<br/>VP of Sales<br/>704.971.8118<br/>jskinner@avidxchange.com</p>                        |
|    | <p><b>Aware Manager / Database International Group</b><br/>We design, implement and support fully integrated property and facility operations solutions for owners and managers worldwide.</p>            | <p>Jeff Thompson<br/>Exec. Dir.   Special Business Unit<br/>617.542.8555<br/>jpt@awaremanager.com</p>      |
|   | <p><b>Axxerion USA</b><br/>Powerful and easy to use web-based software for property management, asset management, maintenance and project management for real estate/workplace owners and users.</p>      | <p>Vida Sayadi<br/>Business Development<br/>800.766.5144<br/>info@axxerionusa.com</p>                      |
|  | <p>★ <b>Business Integration Group (BIG)</b><br/>BigCenter provides a scalable and cost effective Integrated Workplace Management Solution (IWMS) that delivers strategic insight for clients.</p>        | <p>Simon Davis<br/>Managing Director, Client Solutions<br/>888.288.8706<br/>simon.davis@bigcenter.com</p>  |
|  | <p><b>CEPORT, LLC</b><br/>CEPORT, LLC is a full-service integrator and the creator of the CePORT Building Services Portal.</p>  | <p>John Greenwell<br/>President<br/>847.213.5990<br/>jgreenwell@ceportbsp.com</p>                          |
|  | <p>★ <b>Cougar Software, Inc.</b><br/>Cougar™ is the worldwide leader in forward-looking financial analysis, investor reporting, and Corporate Performance Management solutions for Real Estate.</p>      | <p>Oren Rosen<br/>President, North America<br/>1.877.760.7688<br/>oren.rosen@cougarsoftware.com</p>        |
|  | <p><b>DocClarity</b><br/>DocClarity provides fully outsourced and managed web hosted document management initiatives for the commercial real estate industry.</p>   | <p>Thomas Frisina<br/>President<br/>440.582.9720<br/>tom.frisina@docclarity.com</p>                        |
|  | <p><b>Fischer &amp; Company</b><br/>Fischer &amp; Company, a leading corporate real estate firm, helps clients aggressively reduce real estate costs and maximize operational efficiencies.</p>           | <p>Chris Landers<br/>Director of Business Development<br/>972.980.7100<br/>clanders@fischercompany.com</p> |
|  | <p><b>Millennia Group, LLC</b><br/>Millennia Group provides comprehensive document imaging and management services to help commercial real estate companies better utilize their documents and data.</p>  | <p>Michael Cipriano<br/>President<br/>630.279.0577<br/>mcipriano@mgdocs.com</p>                            |

# Business Solutions


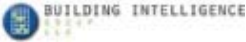






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|    | <p><b>Netage Solutions</b><br/>Intuitive Web-based CRM solution for real estate investment firms that delivers integrated deal, contact, and investor relations management capabilities.</p>             | <p>Stuart Sheppard<br/>Managing Director<br/>617.393.2368<br/>stuart@netagesolutions.com</p>            |
|    | <p>★ <b>Nexus Systems</b><br/>Nexus Systems is recognized as the leading solution provider of accounts payable e-invoicing automation software for the real estate industry.</p>                         | <p>Thomas Runyon<br/>VP of Sales<br/>703.524.9101<br/>trunyon@NexusSystems.com</p>                      |
|    | <p><b>Open Box Software</b><br/>Open Box Software is an off-shore software provider specializing in custom enterprise Microsoft .Net solutions for the real estate industry.</p>                         | <p>Malcolm Hall<br/>President and CEO<br/>+27.21.713.9300<br/>mhall@openboxsoftware.com</p>             |
|    | <p><b>Planimetron Inc.</b><br/>Planimetron is a real estate software and services company focused on the requirements of commercial and corporate professionals around the world.</p>                    | <p>Annette Wilde<br/>Director<br/>416.361.1620 x105<br/>awilde@planimetron.com</p>                      |
|    | <p><b>Qube Global Software</b><br/>Qube Global Software provides proven yet innovative software applications that excite the professional real estate user.</p>  | <p>Matthew Sheldrick<br/>VP Business Development<br/>610.431.9080<br/>msheldrick@qubeglobal.com</p>     |
|   | <p><b>RE BackOffice Inc.</b><br/>RE BackOffice provides support services to real estate agents, brokers, developers, appraisers and property owners across the globe.</p>                                | <p>Finn Johnson<br/>President &amp; CEO<br/>412.567.0010 x201<br/>finn.johnson@rebackoffice.com</p>     |
|  | <p><b>Realogic Analytics, Inc.</b><br/>Provides consulting, technology &amp; software solutions. Our unique solutions make Realogic an invaluable asset at any point in the real estate life cycle.</p>  | <p>Dale Vanderlaan<br/>President<br/>312.782.7325<br/>dvanderlaan@realogicinc.com</p>                   |
|  | <p><b>Resolve Technology, Inc.</b><br/>Resolve Technology provides business intelligence and portfolio management solutions dedicated to the real estate investment industry.</p>                        | <p>Steve Fischer<br/>VP of Sales<br/>617.338.0456 x1021<br/>sfischer@resolvetech.com</p>                |
|  | <p><b>REVision</b><br/>Full Service Real Estate Software Provider</p>  | <p>Matt Solimano<br/>Partner<br/>401.273.0500<br/>msolimano@revision.com</p>                            |
|  | <p><b>SAP America, Inc.</b><br/>SAP is the world's leading provider of business software solutions*.</p>   | <p>Jay Irwin<br/>Industry Principal<br/>720.224.1752<br/>jay.irwin@sap.com</p>                          |
|  | <p><b>Sequentra Solutions</b><br/>Leading integrated web based solution for Corporate Real Estate including Lease Administration, Project Management, Transaction Management and Dashboard Reporting</p> | <p>Garrett Cannon<br/>President, Sequentra<br/>203.327.7272<br/>garrett.w.cannon@jci.com</p>            |
|  | <p><b>SiteStuff</b><br/>SiteStuff, Inc. is the nation's leading procurement company in the commercial real estate industry.</p>  | <p>Chris Detrich<br/>Director, Sales and Marketing<br/>512.514.7832<br/>chris.detrich@sitestuff.com</p> |



# Business Solutions

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|  | <b>Skire, Inc.</b><br>Skire, Inc. is the leading provider of capital program, integrated workplace, and project portfolio management software.   | John Lee<br>Director of Marketing<br>360.993.0920<br>johnl@skire.com              |
|  | <b>Sloan</b><br>Sloan is an industry leading commercial plumbing company dedicated to developing innovative solutions for saving water in domestic and international markets.                          | Richard Nortier<br>Product Manager<br>847.233.6338<br>rick.nortier@sloanvalve.com |
|  | ★ <b>Yardi Systems, Inc.</b><br>Yardi Systems has been committed to the design, development, and support of real estate investment management and property management software for more than 28 years. | Brad Setser<br>Vice President<br>800.866.1144<br>brad.setser@yardi.com            |






# Consulting Services

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|    | <b>AvidXchange, Inc.</b><br>Automate AP with AvidInvoice, the industry-leading SAS 70 certified workflow solution to increase visibility to pending invoices and improve cash flow forecasting..      | Janine Skinner<br>VP of Sales<br>704.971.8118<br>jskinner@avidxchange.com            |
|   | <b>Building Intelligence Group LLC</b><br>We are a consultancy for building owners, and managers with a mission to help our clients gain the value of Intelligent Buildings.                          | Paul Ehrlich<br>President<br>651.204.0105<br>paul@buildingintelligencegroup.com      |
|  | <b>Intelligent Buildings</b><br>Intelligent Buildings provides consulting and software services for real estate development and management in commercial, institutional and corporate environments.   | Tom Shircliff<br>Marketing<br>704.759.2710<br>tom@intelligentbuildings.com           |
|  | <b>JDR Consulting LLC</b><br>NYC based JDR Consulting LLC's is founded on building relationships with clients as the top priority. We offer Yardi Software Consulting and Financial Management.       | Genita Ingram<br>Marketing Director<br>888.481.7755<br>gingram@jdrconsulting.net     |
|  | <b>NOI Strategies, LLC.</b><br>NOI Strategies delivers business process optimization, technology consulting, and outsourcing services that maximize property, portfolio, and corporate performance.   | Glenn Murray<br>Executive Director<br>516.280.5822<br>glenn.murray@noistrategies.com |
|  | <b>RealFoundations</b><br>RealFoundations, a full-service management consultancy focused exclusively on companies in the real estate industry and the real estate function of large companies.        | Tony Dodder<br>Manager<br>646.825.7962<br>tony.dodder@realfoundations.net            |
|  | <b>REdirect Consulting</b><br>A provider of consulting solutions including systems selection, implementation, customization, conversion and support for leading applications including MRI and Yardi. | Faraz Memon<br>Principal<br>212.220.8601<br>faraz@redirectinc.com                    |
|  | <b>Sequentra Solutions</b><br>Leading integrated web based solution for Corporate Real Estate including Lease Administration, Project Management, Transaction Management and Dashboard Reporting      | Garrett Cannon<br>President, Sequentra<br>203.327.7272<br>garrett.w.cannon@jci.com   |

# Real Estate

|   |  |  |
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|  | <p><b>Angus Systems</b><br/>Angus Systems is Setting the Standard by working for more than 1.2 billion square feet of commercial real estate across North America..</p>                                  | <p>Todd French<br/>Vice President, Business Development<br/>1.877.442.6487<br/>sales@angus-systems.com</p> |
|  | <p>★ <b>Coldwell Banker Commercial</b><br/>CBC is one of the leading franchisors of commercial real estate services with over 250 companies and more than 3,000 professionals worldwide.</p>             | <p>Rick Davidson<br/>President &amp; COO<br/>800.222.2162<br/>rdavidson@cbcworldwide.com</p>               |
|  | <p>★ <b>Lucernex Technologies</b><br/>IWMS, Lease Administration and Lease Analysis Software for Corporate and Commercial Real Estate.</p>   | <p>Joe Valeri<br/>President<br/>972.468.0494<br/>sales@lucernex.com</p>                                    |
|  | <p><b>Qube Global Software</b><br/>Qube Global Software provides proven yet innovative software applications that excite the professional real estate user.</p>  | <p>Matthew Sheldrick<br/>VP Business Development<br/>610.431.9080<br/>msheldrick@qubeglobal.com</p>        |
|  | <p><b>Sequentra Solutions</b><br/>Leading integrated web based solution for Corporate Real Estate including Lease Administration, Project Management, Transaction Management and Dashboard Reporting</p> | <p>Garrett Cannon<br/>President, Sequentra<br/>203.327.7272<br/>garrett.w.cannon@jci.com</p>               |

# Telecom/Wireless

|   |  |   |
|---|--|---|
|  | <p><b>ADC</b><br/>ADC builds turn-key wireline &amp; wireless network solutions that deliver high-speed Internet, data, video, &amp; voice to residential &amp; business users around the world.</p>                         | <p>Danah Ditzig<br/>Sr. Marketing Manager<br/>952.917.0266<br/>danah.ditzig@adc.com</p>     |
|  | <p>★ <b>Cisco Systems</b><br/>Cisco Systems, Inc. (NASDAQ:CSCO) is the worldwide leader in networking for the Internet. Information about Cisco can be found at <a href="http://www.cisco.com">http://www.cisco.com</a>.</p> | <p>Ray Rapuano<br/>Business Development Manager<br/>919.392.2334<br/>rrapuano@cisco.com</p> |
|  | <p><b>Montgomery Technologies</b><br/>Montgomery Technologies is the technology manager for some of the nation's premier office building owners.</p>   | <p>Greg Jones<br/>Principal<br/>415.262.6146<br/>gjones@montgomerytech.net</p>              |
|  | <p>★ <b>Panduit</b><br/>Panduit provides structured cabling solutions for commercial properties</p>  | <p>Darryl Benson<br/>Solutions Development Manager<br/>708.532.1800<br/>dsb@panduit.com</p> |
|  | <p><b>WPCS International Incorporated</b><br/>Design, project management, installation and maintenance of infrastructure, enabling the deployment of advanced technology.description</p>                                     | <p>Richard Fann<br/>President<br/>314.231.1200 x201<br/>richard.fann@wpcs.com</p>           |

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# Realcomm2010

Las Vegas



**JUNE 9-10, 2010**

PRE-CONFERENCE EVENTS JUNE 8

Las Vegas Hilton Hotel & Convention Center

## The world's leading conference

on Technology, Automation and Innovation for the commercial and corporate real estate industry



### CONFERENCE HIGHLIGHTS

- **Dynamic Education Program featuring 100+ Leading Industry Speakers**
- **2 General Sessions featuring top Real Estate Executives**
- **Energy Efficient Buildings Summit**
- **Commercial Real Estate CIO Roundtable**
- **Property and Facility Management Innovation Summit**
- **Brokerage Management Executive Forum**
- **Vendor Expo featuring Top Industry Solution Providers**
- **Annual "Digie" Awards Presentation**
- **Networking Cocktail Receptions**



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## 7<sup>TH</sup> ANNUAL CIO ROUNDTABLE

JUNE 8 (BY INVITATION ONLY)

This event, now in its 7th year, has become a must attend event for senior level real estate IT professionals. This is by far, the largest gathering of real estate IT executives in the world. The topics are leading-edge and the discussions and debates are insightful, making the overall educational experience invaluable. Learn, network and collaborate with the leaders in our industry. Contact Howard Berger (hberger@realcomm.com) for details.

## 4<sup>TH</sup> ANNUAL PROPERTY & FACILITY MANAGEMENT INNOVATION SUMMIT

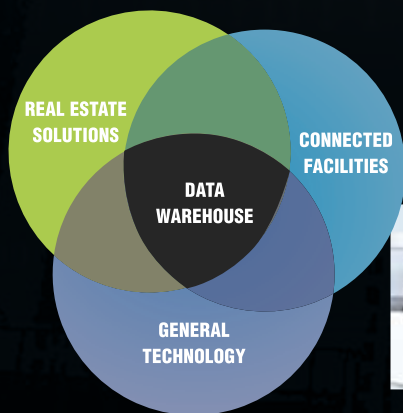
JUNE 8 (BY INVITATION ONLY)

As technology plays a greater role in the management and operations of our buildings, the relationship between PM/FM and IT is essential to success. The PM/FM Summit will continue to explore the role of IT in building management, including the benefit of "networked" systems, intelligent green building technologies, wireless communications, process automation, and business solutions for finance and administration. Senior real estate executives will share their successes and failures, and propose new ideas for the next generation of property and facility management. Contact Julie Devine (jdevine@realcomm.com) for details.

## OSCRE BOARD MEETING

JUNE 8 (BY INVITATION ONLY)

OSCRE, an international consortium focused on delivering standards that support streamlined, automated business processes throughout the entire real estate industry globally will be holding its annual Board of Directors meeting at Realcomm. Contact Elaine Groves (elaine.groves@oscre.org) for details.



IT ENTERPRISE ARCHITECTURE

## Day 1 - June 9

ENTERPRISE CONVERGENCE:  
THE STRATEGIC FUTURE OF REAL ESTATE IT

With the economy struggling for stability and the threat of the other shoe falling, looming commercial real estate debt, and deleveraging, it would seem a strange time to predict the resurgence of IT, especially in the real estate industry. However, history has shown time and time again it is during difficult times that the greatest strides in efficiency and innovation are made and we learn to do more with less, becoming more creative and more competitive.

This general session will focus on the overall strategic importance a converged IT platform has on the future of real estate operations. Organizational realignment, extraordinary operating efficiencies, improved tenant communication and unheard of transparency will be addressed by a panel of industry visionaries.



**KEYNOTE**  
**Kevin Kampschroer**  
Director, Office of Federal  
High-Performance  
Green Buildings - GSA



**KEYNOTE**  
**Greg Lindsay**  
Author & Contributing Writer  
Fast Company



**KEYNOTE**  
**Rich Lechner**  
VP Energy and  
Environment  
IBM



**Craig Cuyar**  
Global CIO  
Cushman & Wakefield



**Donald Goldstein**  
Global CIO  
CB Richard Ellis



**Luke Lands**  
CIO  
Prologis



**Art McCann**  
CIO  
Highwoods Properties



**Steve Messaros**  
CIO  
Liberty Property Trust



**Kevin Moss**  
SVP, IT  
Developers  
Diversified Realty



**Wayne Pryor**  
SVP, CTO  
AMB Property Corporation



**Jim Whalen**  
SVP & CIO  
Boston Properties



**Scott Zimmerman**  
CIO  
CenterPoint  
Properties

## TRACK: Automate.Processes

Throughout time, automation has always been a tool used by businesses to improve efficiency, profitability and competitiveness. In today's challenged economy, everyone is required to do more with less. This track will focus on those business processes found in a real estate organization that continue to be influenced and improved by automation.

- Business Intelligence - Connecting the Dots
- Developing a Comprehensive Document/Content Management Strategy
- Industry Vendor Update - A Town Hall Meeting With Our Leaders
- Tenants/Tenants/Tenants - Using Technology to Maximize Occupancy
- Managing the Money - Taking Cash Applications Digital
- Automate.Processes - INNOVATION Showcase

## TRACK: Connect.Facilities

The integration of the IT (Information Technology) world and FM (Facilities Management) continues. The concept of building systems running over an IP network, capable of being managed from anywhere is becoming a reality. This track will focus on IT and facility integration and is the perfect opportunity for both departments to learn about this emerging trend as a team.

- Building Telecom & Wireless Infrastructure - The New Competitive Benchmark
- Uncovering the Real ROI for Smart/Green Buildings
- Intelligent Energy Management - Connecting the Portfolio
- Building Automation Systems (BAS) Enterprise Challenge - The Field Takes Shape
- From CEO to Engineering - Selling the Connected Real Estate Vision
- Connect.Facilities - INNOVATION Showcase

## TRACK: Evaluate.Technology

In addition to all the real estate specific automation decisions that need to be made, there are many general technology issues as well. Ranging from Microsoft to Social Media, IT professionals are responsible for 100's of decisions involving the enterprise. This track will focus on non industry specific, general technology.

- Microsoft Executive Briefing - A 2010 Strategic Update
- Virtualization - Discussion and Debate on This Ever Developing Trend
- Social Media for CRE - Opportunity or Nightmare?
- Managing the Mobile Enterprise - The Empire Expands
- Cloud Computing - Here to Stay or Another Fad?

## TRACK: Manage.Change

Beyond the technology and all the technical decisions, management decisions usually play the most significant role in a well designed IT strategy. All those business decisions, from budgets to outsourcing, are central to the overall success of any plan. This track will focus on the business management aspects if IT related projects.

- Now More Than Ever - Driving Automation and Innovation in Your Organization
- IT Budgets... Some Up, Some Down - Insight for The Future
- Business Process Outsourcing - Accounting to Facilities... What's Next?
- Calling All Business Units - Developing a Strategic IT Plan
- A Wide Range of Options – Defining A Service Delivery Model for IT
- IT Governance - From Lofty Goal to Organizational Requirement

## Day 2 - June 10

### 2ND ANNUAL ENERGY EFFICIENT BUILDINGS SUMMIT: THE CONVERGENCE OF IT AND CT

With the built environment consuming over 40% of the energy used in the United States, it is easy to see why energy conservation and sustainability continue to be important topics for the commercial and corporate real estate industry.

Our 2nd Annual Energy Efficient Buildings Summit will focus on the convergence of Information Technologies (IT) and Clean Technologies (CT) and the cohesive effort it will take between IT, Facility Management, Property Management and the Energy team inside a real estate organization to deliver an effective energy strategy. We will explore the "connected" aspect of energy management concepts and look at the opportunities these two converged markets will offer our industry.

## Bring your team to Realcomm!

Maximize the value of Realcomm by bringing your team – IT, PM, FM, Energy, Sustainability – there's something for everyone in your organization!



WHO SHOULD ATTEND?

- Real Estate IT Professionals
- Senior Technology Strategists
- Property Managers
- Facility Managers
- Asset Managers
- Energy | Sustainability Executives
- Commercial Owners
- Corporate Real Estate
- Chief Operating Officers
- Government | Institutional Owners
- Developers
- Architects
- Engineers
- Commercial Brokers
- Commercial Real Estate Consultants
- Tenant Representatives
- Construction Project Managers



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# Realcomm LAS VEGAS 2010



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Vice President, CIO  
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Our 2010 Advisory Council is an exclusive network of commercial and corporate real estate professionals. Their involvement in the planning process and participation in the delivery of our educational program will add tremendously to the success of this event.

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**Ryan Allbaugh**  
IT Director  
Childress Klein Properties

**Craig Cuyar, Ph.D.**  
Global CIO  
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**Lisa Denson**  
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Federal Realty Investment Trust

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SVP & CIO  
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**Art McCann**  
CIO  
Highwoods Properties

**Steven Messaros**  
CIO  
Liberty Property Trust

**Kevin Moss**  
SVP of IT  
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CIO  
Granite Properties

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