

TRADELINE®

4th Annual Lean Processes for Facilities Management & Capital Projects

Speaking Sponsorship Prospectus

April 12-13, 2010
Hilton Head, SC
Marriott Hilton Head Resort



Invitation to Present

Speak at Tradeline's Lean Processes for Facilities Management & Capital Project Conference and connect face-to-face with senior facilities management and capital program executives from leading private industry, academic, and government organizations that have major new initiatives under consideration. Attendees at the 2010 conference are expected to represent over \$20 billion dollars worth of new construction projects and over 300 million square feet of occupied space.

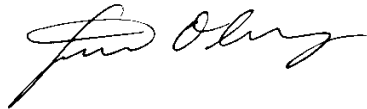
Tradeline's Lean Processes for Facilities Management & Capital Projects conference focuses on the execution of four main topic areas:

1. **Lean Facility Management**
2. **Lean Capital Projects**
3. **Integrated Project Delivery (IPD) & Lean Construction**
4. **New Technology Solutions for FM & Capital Projects**

To become a speaking sponsor for this event you need to **select a topic and submit a topic proposal form by Friday, October 2nd**. If your firm's topic is selected as part of the conference program, there is a sponsorship fee for speaking (see page 10).

In this prospectus you'll learn how to become a speaking sponsor for this Tradeline conference. You'll also find information on Tradeline and its 30-year history of producing substantive, high-level, professional conferences for capital project executives and senior management professionals.

I look forward to working with you on this event!



Steve Oldenbourg
Program Development Manager

Why Speak at a Tradeline Conference?

Your audience at this conference consists of senior corporate and institutional executives looking for the latest thinking and newest solutions for highly efficient management of their facilities and capital projects. Tradeline's conferences are geared towards facility owners, and attendance at our conferences is restricted to owners. Speaking at this conference will put you face-to-face with senior-level decision makers who are looking for help on major upcoming initiatives.

Summary of business development opportunities from this conference:

1. **Speaking:** Face-to-face contact with owners who have pressing new projects and management initiatives. This prospectus details the process for submitting an abstract and the guiding principles that each conference presentation should follow.

All abstracts and presentations should answer the following questions:

- What is the thesis or proposition of your report?
- What possible solutions exist to solve the issue or support the idea?
- What was done and why?
- What was the result?
- What are the implications to the audience?

Note: Topic proposals that are highly congruent with the central focus of this conference ("Lean Processes") will be considered for two speaking time slots at the conference – each time to a different group. Topic proposals that address subjects that are important and timely to the audience, but not necessarily directly related to the conference focus ("Lean Processes") will be considered for a single speaking time slot at the conference.

2. **Webcast:** A Webcast is a video recording of a firm's presentation. Webcasts are released following the conference to Tradeline's extended world-wide, web-connected community as well as to the conference attendees. The recording is done at the conference. (View a sample Webcast here: <http://www.TradelineInc.com/Webcasts>)

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Key Action Items & Dates to Remember

Action Item	Date
Firms submit application & topic submittals	October 2, 2009
Tradeline notifies selected speaking sponsors	week of Nov. 2, 2009
Speaking sponsors approve topic descriptions	by November 9, 2009
Full conference program posted online at www.TradelineInc.com	January 4, 2010
Printed program, registration packets and speakers guidelines distributed	January 25, 2010
Preliminary list of attendees distributed	March 15, 2010
Conference workbook materials due to Tradeline	March 15, 2010
Speakers’ dinner	April 11, 2010
Conference dates	April 12-13, 2010

Topic Submittal Process

Tradeline's topic submittal program is competitive. Topic submittals are scored, and firms that more clearly define the thesis, propositions, concepts, ideas, and solutions that they plan to present score higher. Our goal is to make sure presentations accurately address the topic selected.

All topic submittals need to be received no later than **Friday, October 2, 2009**.

Instructions

- ❖ Review the list of planning issues on the next page and select which topic or topics you intend to address.
- ❖ **Your abstract must clearly address each of the following requirements:**
 - **What is the thesis or proposition of your report?**
 - **What possible solutions exist to solve the issue or support the idea? (solutions or strategies)**
 - **What was done and why?**
 - **What was the result?**
 - **What are the implications to the audience? (the takeaways)**

Required Submittal Components

Abstracts written to showcase case studies and not to examine innovative ideas and solutions will score lower.

- ❑ **1. A concise, detailed abstract** focusing on the concepts, issues, and solutions for the project components, project development and delivery processes, or operations and facilities management strategies of your choice that also describes the content, information goals, and structure of your presentation. Your abstract must detail how and to what extent your presentation will illustrate the below five areas of information:
 - What is the thesis or proposition of your report?
 - What possible solutions exist to solve the issue or support the idea? (solutions or strategies)
 - What was done and why?
 - What was the result?
 - What are the implications to the audience? (the takeaways)
- ❑ **2. Resumes** of each member of the proposed speaking team
 - Include a client as part of your speaking team if possible
- ❑ **3. A sample of the quality of materials** you will provide for the conference workbook if selected
 - This increases your abstract score
- ❑ **4. Application form for each submitted abstract (page 9)** indicating topic choice(s)
 - Submitting two topics increases your chances of being included in the program
- ❑ **Have you checked off all of 1-4?**

See topics on pages 6-7 and Sample Abstract on Page 8

Topics

Topics are presented in concurrent Forum Sessions. A majority of sponsor topics will be presented twice, once on Day 1 and once on Day 2, each time to a different group of attendees. Selected sponsors will present their report one time. All Forum Sessions are 55 minutes in length. **Sessions are to be presented without marketing or sales orientation. Promotional presentations are not allowed.**

The major themes for this conference are:

1. **Lean Facility Management**
2. **Lean Capital Projects**
3. **Integrated Project Delivery (IPD) & Lean Construction**
4. **New Technology Solutions for FM & Capital Projects**

NOTE: Your topic presentation should focus first on the concepts, thinking, and rationales involved followed by the details of actual solutions underlying your topic. If you intend to support your presentation using a case study, you should do so only after illustrating the concepts, thinking, and rationales. **Abstracts simply focusing on a case study (“what we did,” without a presentation of the underlying concepts, thinking, and rationales) will be scored lower.**

Lean Facility Management

1. Streamlined operations – how to find and eliminate waste
2. Automated condition-based maintenance technologies and results
3. Energy use reduction strategies and alternative energy initiatives
4. Carbon footprint – how to calculate, how to reduce, how to track
5. Green performance contracting – what is it, and how it works
6. Quality facilities data: getting it, maintaining it, and using it
7. Life-cycle planning for better asset management
8. Lean processes to reduce total-cost-of-ownership
9. Lean for work-order processing
10. Other_____

Lean Capital Projects

11. Planning & design processes using Lean techniques that yield operating (and construction) cost reductions
12. Sustainability strategies and policies for capital projects
13. Lean principles for the management of large numbers of small capital projects
14. Strategic capital planning processes
15. Prioritization systems for capital project decisions
16. Making the business case for facility upgrades & renovations
17. Other_____

(continued next page)

Integrated Project Delivery (IPD) & Lean Construction

- 18. The philosophy and practice of one-agreement contracting models
- 19. Risk allocation models and financial incentives
- 20. How the Last Planner System™ works
- 21. Efficient communication structures and formats for project teams
- 22. Lean construction training for staff and project teams
- 23. Required tools and technology to successfully implement Lean construction & IPD
- 24. Other _____

New Technology Solutions for FM & Capital Projects

- 25. How Building Information Modeling (BIM) technology lowers construction costs
- 26. Implementing Building Information Modeling (BIM) post-construction for streamlined operations and maintenance
- 27. Software solutions that integrate Last Planner System™ and BIM for project team communication
- 28. Software and systems for measuring, monitoring, and forecasting energy cost, energy consumption, greenhouse gas emissions, water usage, and waste
- 29. New building automation technologies for improved efficiency, lower costs, and reduced environmental impact
- 30. The newest, most advanced facility technologies for building owners – for connectivity, communications, and streamlined workflow.
- 31. Other _____

See the next page for a Sample Abstract

YOUR CLIENT PRESENTING A GENERAL SESSION REPORT

Do you have a client who is passionate and knowledgeable about a recent lean management initiative, high-level best practice, or large-project lessons learned and who might be interested in presenting a general session report at this conference? General session reports are 25 minutes in length and are given in the main ballroom to the entire audience. These reports are intended to give the owner’s perspective of a project or management initiative and are only given by facility owners (consultants are not allowed to join their clients on the stage).

Tradeline pays for the travel and hotel accommodations of general session presenters. Additionally, if you are submitting a topic for this conference and your topic is selected, your client will be able to join you during your forum session. Contact Steve Oldenbourg at 925.254.1744 x.18 to recommend a client to present a general session report.

Sample Abstract

(Sample abstract courtesy of DPR Construction, Inc.)

Integrated Project Delivery and Last Planner System™: How to Build a Network of Commitments DPR Construction, Inc.

Thesis

For an industry that has stayed stagnant in productivity for nearly 40 years, according to data from the U.S. Bureau of Labor Statistics and the U.S. Department of Commerce, we are experiencing a rapid move to new models and systems, such as Integrated Project Delivery (IPD) and the Last Planner System™, to more effectively deliver capital projects. This session promises to provide detailed steps for training integrated project teams and implementing a Last Planner System™ to successfully build a network of commitments based on reliable promises, which lies at the heart of a Lean approach. The presenters will offer their firsthand experiences as part of a national organization actively involved in integrated project delivery projects and share their lessons learned in training these integrated teams on short-interval planning schedules to maximize efficiency and enhance productivity.

Solutions

• Capital project management

- Traditional capital project management has concentrated on reducing time and cost at each step rather than optimizing the system as a whole.
- The IPD approach, based on lean principles, requires assembling a team of builders, architects and engineers at the earliest possible moment with the objective of first understanding what is valuable to the owner and then delivering it with the highest quality and as little waste as possible.
- A Milestone Alignment Process gathers stakeholders to align goals and agree upon project milestones.

• Last Planner System™

- Schedules have traditionally been a timeline for a list of activities that need to be completed, or pushed through, on a project.
- Integrated teams are assembled for master schedule preparation, learning how to build a true network of commitments and develop a common language for increased understanding and collaboration.
- The Last Planner System™ creates a reliable network of work flow by “pulling, not pushing” and planning and producing only what is needed for delivery of the product at every point. Teams are taught the benefits of short interval planning and how to build a network of commitments rather than activities to produce weekly work plans that drive greater efficiency.

What was done and why?

This presentation will offer several timely project examples and the results achieved from implementing an effective Last Planner System™/Short interval planning approach.

Issues examined include:

The presenters will offer the steps needed to train integrated teams on the Last Planner System™ and how to successfully develop a master schedule and put a short interval planning system into place throughout a capital project.

Results

- Benchmark data for amount of waste in current delivery models.
- Benchmark data on the rising costs and challenges of delivering capital projects.
- Typical time savings and scheduling improvements based on IPD and Last Planner System™.

Implications to the audience

Attendees of the session will learn:

- Integrated Project Delivery and Last Planner System™ fundamentals
- Current tools and resources available
- A detailed guide for creating master schedules and implementing Last Planner System™ for capital projects
- How to evaluate ROI and potential time savings

Tradeline's Lean Management Glossary

Building Information Modeling (BIM): BIM is an advanced computer-based modeling technology used in capital project decision-making, physical design, and operations planning for a facility. BIM software systems use databases and visualization technology to support streamlined, lean project delivery practices, and they serve as repositories of detailed building information that the facility owner uses and maintains throughout the facility's life. Representative BIM software systems suppliers include Autodesk, Bentley, Graphisoft, and Tekla.

Kaizen: Japanese for "improvement." Kaizen is an activity, the purpose of which goes beyond productivity improvement. It is a process that eliminates wasted effort, humanizes the workplace, and identifies and eliminates waste in business processes through performance of "experiments" on a daily basis. **A Kaizen Event** is an initiative to improve a process. It usually involves gathering operators, managers, and the owners of a process in a meeting, mapping the existing process, improving the process, soliciting buy-in from all parties related to the process, and making steps to reconvene for evaluation and continuous improvement.

Last Planner System™: a lean production-based capital project planning and management system developed by the Lean Construction Institute. The Last Planner System™, a new "operating system" for project management, maximizes value and minimizes waste. The system increases value to the owner because the planning system links milestones to crew level assignments, makes workflow predictable, and reduces waste that current project management practices contain.

Lean: Originated at Toyota, Lean is a process improvement technique in which a group of principles, practices, and tools are used to identify inefficiencies in a process, create value, reduce waste, and streamline process flow—resulting in a new process that uses less human effort, less space, less capital, and less time.

Lean (Integrated) Project Delivery (IPD): a capital project delivery method that integrates people, systems, business structures and practices into a process that collaboratively harnesses the talents and insights of all participants to optimize project results, increase value to the owner, reduce waste, and maximize efficiency through all phases of design, fabrication, and construction. The Integrated Project Delivery process can be applied via different contractual arrangements, however it typically involves a collaboration among the owner, architect, and contractor at a minimum. Also referred to as "LEAN Project Delivery" by the Construction Users Roundtable (CURT), "Lean Construction" by the Lean Construction Institute (LCI), and "Integrated Project Delivery" by the AIA.

Single contract: A contract (or formal agreement) in which key participants (owners, designers, and contractors) collectively assume responsibility for a capital project and agree upon specific project performance criteria and risk sharing. The contract typically integrates responsibility, risk and reward of all participants, and provides financial incentives for cooperation and collaboration. Also referred to as "Relational contracting," "Integrated Form of Agreement (IFOA)," or "Project Alliance agreement."

Value Stream Mapping (VSM): A Lean technique using visualization to analyze process flow, to identify value-added and non-value-added activities within a process, and to pinpoint wasted time and effort.

Integrated Facility Management Services: This refers to the outsourcing of the majority, if not all, facility management functions to a single service provider. The service provider may in turn subcontract for specialized sub-services but will be the entity responsible for the performance of all services across the integrated real estate portfolio.

Topic Submittal Guidelines

Here are some guidelines to help you prepare a successful topic submittal.

<p>Submittal Process</p>	<p>Tradeline's topic submittal process is competitive. Abstracts are scored and compared to other abstracts submitted on the same topic.</p> <ol style="list-style-type: none"> 1. Read this sponsorship prospectus completely 2. Select your #1 and #2 choices for topics to present 3. Write a concise and detailed abstract 4. Review Key Action Items & Dates (page 4) 5. Read the sponsorship policies & responsibilities (page 11) 6. Complete application for conference sponsorship (page 12) for each topic submittal 7. Submit a complete submittal package (see Required Components on page 5)
<p>Topic Submittal Deadline</p>	<p>Friday, October 2, 2009</p>
<p>How to Submit Topics</p>	<p>Email: steveo@tradelineinc.com Fax: 925.254.1093</p>
<p>Sponsorship Fees</p>	<p>\$6,700 – Report presented twice, once each day to different audiences ➤ Reports are 55 minutes long</p> <p>\$5,700 – Report presented once ➤ Reports are 55 minutes long</p> <p>\$4,500 – Webcast (up to 60 minutes), \$3,000 (with above participation) ➤ Recorded at conference site without a live audience ➤ Webcast released following event to our entire electronic community</p>
<p>Submittal Recommendations</p>	<ul style="list-style-type: none"> ➤ Define the “promise” of your presentation - include a defined audience deliverable ➤ Submit abstracts on two or more topics to increase your chances of being included in the program ➤ Suggest your own topic if none of the suggested topics are a good match for your company ➤ Submit a complete application – your score will be impacted if any components are missing ➤ Include a client on your speaking team (if applicable) – this increases your abstract score
<p>Questions</p>	<p>Call Steve Oldenburg at 925.254.1744 ext. 18</p>

Policies and Responsibilities for Sponsoring Firms

■ PRESENTATIONS

Topics are presented in concurrent Forum Sessions. A majority of sponsor topics will be presented twice, once on Day 1 and once on Day 2, each time to a different group of attendees. Selected sponsors will present their report one time. All sessions are 55 minutes. **Sessions are to be presented without marketing or sales orientation. Promotional presentations are not permitted.**

■ TOTAL NUMBER OF REGISTRANTS PER CONFERENCE

Sponsors receive TWO complimentary registrants. A THIRD complimentary registrant is allowed if the sponsoring firm includes an owner's spokesperson as part of their speaking team. A FOURTH registrant may be added by paying an additional registration fee equal to the lowest team registration price. All registrants may attend all conference sessions, meals, and receptions. If two consultant firms speak together in a session, the total number of allowable registrants for a given topic will remain as outlined above.

■ ATTENDEE LISTS

A list of the early registered attendees will be made available to sponsors approximately one month prior to the conference date. **This list is for informational purposes only. Please do NOT contact any of the attendees prior to the conference.** An up-to-date attendee list will be distributed with other conference materials upon registration at the conference site. A final, electronic attendee list will be emailed to each registrant from the sponsoring firm following the conference.

■ CONFERENCE MANAGEMENT

Tradeline, Inc. is responsible for the performance and financial management of this event, including arrangements and payments for marketing, registration, facilities, equipment, catering, luncheons, course materials, reception, on-site management, and the program moderator. Tradeline covers the cost of a sponsoring firm's basic AV package (including one LCD projector). If the sponsoring firm has special AV requirements beyond the basic package, Tradeline will inform the sponsoring firm on the rental prices and availability of AV equipment requested.

■ WORKBOOK MATERIALS

Each sponsoring firm is responsible for providing Tradeline with their presentation materials to be included in the conference workbook. Materials are due approximately one month prior to the conference. NOTE: The AIA CEU presentation requirement calls for your firm's logo to appear only on the first and last slides of the presentation shown on the projection screen. The use of your firm's logo is not restricted on materials to be printed for the conference workbook.

■ HOSPITALITY SUITES & EVENTS

The use of hospitality suites and events to entertain conference attendees are not allowed at Tradeline conferences. While Tradeline realizes that small-group events with potential and existing clients after conference hours serve a necessary purpose, we do not condone firms organizing hospitality events that cater to a large segment of conference attendees.

■ ONLINE ADVERTISING

A hyperlink from Tradeline's Website to the sponsoring firm's home page will be activated when the conference program is posted online at www.TradelineInc.com (approximately 4 months prior to the conference date).

■ CANCELLATIONS & REFUNDS

Each sponsoring firm is responsible for the entire fee upon receipt of a signed contract. Tradeline will refund 50% of the sponsorship fee in the event that the conference is canceled due to a natural or political disaster, labor strike, or failed performance by the hosting hotel. Each sponsoring firm will still receive the complete list of institutions that had planned to attend. Tradeline will refund 100% of the sponsorship fee in the event that the conference is canceled due to an insufficient number of participants. If the final number of conference attendees falls below Tradeline's projections, yet in Tradeline's opinion represents a satisfactory conference quorum, each sponsoring firm must complete its sponsorship responsibilities without any reduction or refund of the sponsorship fee.

■ EXPENSES

Sponsoring firm's expenses such as travel, hotel accommodations, and preparation of speakers' visual aids are the sole responsibility of the respective sponsoring firm.

■ SPONSORSHIP FEES

The sponsorship fee for a report presented twice at the conference is \$6,700. The sponsorship fee for a report presented once is \$5,700. Only firms selected to speak will be invoiced for the sponsor fee. There is no fee to submit an abstract.

Application for Tradeline Conference Speaking Sponsorship

(Use a separate application form for each topic abstract submitted)

Conference: Lean Processes for Facilities Management & Capital Projects

Date: April 12-13, 2010

Location: Hilton Head, SC – Marriott Hilton Head Resort

Firm Name: _____

Contact: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____

Email: _____

Topic submittal deadline ----- Friday, October 2, 2009

Submit topics to: Steve Oldenbourg – steveo@TradelineInc.com or 925.254.1093 (fax)

Checklist for abstract submittal (use a separate application form for each submitted abstract)

Attached is our detailed abstract. Entitled: _____

(Check the theme and write the topic number(s) your abstract addresses)

Lean Facility Management

_____ (Write topic number(s) your abstract addresses - see pages 6 & 7)

Lean Capital Projects

_____ (Write topic number(s) your abstract addresses - see pages 6 & 7)

Integrated Project Delivery (IPD) & Lean Construction

_____ (Write topic number(s) your abstract addresses - see pages 6 & 7)

New Technology Solutions for FM & Capital Projects

_____ (Write topic number(s) your abstract addresses - see pages 6 & 7)

Enclosed or attached are resumes of the proposed speakers

Enclosed or attached is an example of the kind of workbook materials that will be provided

Have you or someone your company presented this topic at another conference?

If yes, at which conference? _____

Here is how we plan to help promote owner attendance at this conference:

I have read and agree to the policies & responsibilities for sponsoring firms detailed on page 11 of this prospectus.

Contact Signature: _____ Date: _____

Appendix I: Speaking Sponsorship Benefits

- Personal contacts and leads from leading private industry, academic, and government organizations
- Access to a high concentration of senior-level owner representatives. Conference registration is restricted to owners and end-users only
- Full conference registration for two (2) representatives from your firm
- Hyperlink from Tradeline’s website to your firm’s homepage
- Your firm’s name credited in all printed promotional material
- Conference workbook materials and attendee lists for the sponsoring firm’s participants
- Electronic attendee lists for post-conference follow-up



Photo courtesy of HOK

Conference Marketing

Tradeline manages an aggressive and targeted direct mail, Internet, and advertising marketing program to build conference attendance. Our database for this conference consists of 14,000 department heads, senior executives, capital program directors, project directors, and facilities executives who work for leading private industry, academic, and government organizations.

The full conference agenda will be posted on Tradeline’s website: www.TradelineInc.com.

Tradeline will provide extra copies of the invitation to sponsoring firms who wish to mail to their own lists or contacts.

Appendix II: Guidelines for Creating a Successful Presentation

Presentations at Tradeline conferences are designed to be content-rich, interactive sessions illustrating state-of-the-art planning and management concepts and processes. **Sessions are to be presented without endorsement, bias, marketing or sales orientation.** Promotional presentations for a firm’s services offends attendees and negatively impacts your opportunity to connect with the audience.

Here are some guidelines to help you prepare a successful presentation.

<p>Know your audience</p>	<ul style="list-style-type: none"> ➤ Attendees at Tradeline conferences are experienced, knowledgeable facilities planners and managers who have built facilities before or are managing good-sized facilities portfolios. Presenting basic material to seasoned professionals comes across as talking down to the audience. The audience is looking for new insights, news on what others are doing, and news about the implications of the latest developments and trends.
<p>Structure</p>	<ul style="list-style-type: none"> ➤ Tell your audience how you have organized your presentation. Presentations should follow this format: <ul style="list-style-type: none"> ▪ What is the thesis or proposition of your report? ▪ What possible solutions exist to solve the issue or support the idea? ▪ What was done and why? ▪ What was the result? ▪ What are the implications to the audience? ➤ Project history is never a clear or memorable structure.
<p>Content</p>	<ul style="list-style-type: none"> ➤ Decide on a small number of key issues (ones that are controversial, often overlooked, or represent the latest developments in the area) and concentrate on those. Focus on the NEW and the LATEST developments. ➤ Present the thesis or proposition, solutions considered, what was done and why, and the findings and results and avoid issues that are “your-project-specific,” such as tough siting problems, history of the institution, design preferences of a particular donor. ➤ Present the story behind the features – the “whys” for choices and decisions and the implications for the audiences. (Going in-depth on a few interesting issues is better than broad on a lot of issues.)
<p>Style</p>	<ul style="list-style-type: none"> ➤ A spoken, illustrated narrative (your story), not a formal paper. Your style should be informal and conversational to help create dialogue between you and the audience. Position yourself as a third-person reporter, not a first-person speaker taking credit for actions or outcomes.
<p>Format</p>	<ul style="list-style-type: none"> ➤ Maximum use of photos, diagrams, sketches, tables – avoid bullet-point word slides. Your firm’s logo can appear only on the first and last slides of the presentation. (Restricted logo use is an AIA CEU presentation requirement, and some of the conference attendees count on Tradeline conferences to keep their professional license requirements current.)

Appendix III: Audience

The audience for this conference will consist of senior facilities and project executives, planners, facility directors, department and business unit managers, and capital planners from leading private industry, academic, and government organizations. These individuals are planning major management initiatives involving new processes and tools for capital projects and facilities management and they are looking for expert help.

Tradeline conference registration is reserved for facility owners (end-users) with the exception of consultant groups or service providers who are making presentations or leading discussion forums. **End-users attend Tradeline conferences to obtain the latest facilities solutions and innovative approaches and to make high-level connections with the people who can help them with their projects, programs, and facilities.** Attendees come to build on the successes and lessons learned of others in the industry through the examination of plans, data, project details, methodologies, and testimony.

The Lean Processes for Facilities Management & Capital Projects conference typically attracts 100-150 senior owner-user representatives. Below is a representative sample of attendee titles from the past three years (2007-2009).

Actg Mgr-Site Landlord Systems, ISS	Business Integration Manager	Director of Plant Operations
Asst Vice Chancellor, Design & Construction	Business Manager	Director of Site Operations
Administrative Director	Business Manager - Capital Management	Director Project Engineering
Administrative Services Asst Manager	Business Procurement Manager	Director, Academic Planning & Operations
Administrative Services Director	Chief Facilities Officer	Director, Building Maintenance Services
Administrative Services Supervisor	Chief, Facilities Management Section	Director, Capital Management
Assistant Director, Capital Management	CIP Construction Mgr	Director, Capital Programs
Assistant Director, Design & Construction	CIP Project Analyst	Director, Corporate Facilities
Assistant Director, Operations	City Manager	Director, Engineering & Infrastructure
Assistant Facility Manager	Construction & Logistics Manager	Director, Facilities & Support Services
Assistant Operations Manager	Construction Associate	Director, Facilities Management
Assistant Supervisor Facilities Support	Construction Manager	Director, Facilities Mgmt & Project Mgmt
Assistant Vice President	Construction Project Manager	Director, Facilities Operations & Performance
Assistant Vice President for Facilities Mgmt	Consultant & Adjunct Professor	Director, Facilities Planning & Construction
Assoc Director, Construction Services	Corp Plant Eng Manager	Director, Facilities Planning & Development
Assoc Director, Facilities Planning	Corporate Director of Facilities	Director, Facilities Planning & Management
Assoc Vice Chancellor for Financial Ops	Cost Engineering Consultant	Director, Global Real Estate Strategy
Assoc Vice Chancellor, Project Management	Deputy Chief, Facilities Management	Director, Global Strategic Facilities Planning
Assoc Vice President, Facilities	Deputy Director, Facilities Services	Director, Management & Operations
Assoc VP for Facilities & Operations	Deputy Director, Office of Research Ops	Director, Project Planning
Assoc VP for Facilities Management	Development and Maintenance Lead	Director, Real Estate & Workplace Services
Assoc VP, Facilities Planning	Dir Safety, Environment, Maint & Security	Director, Security, Fac, Flight & Travel Svcs
Assoc VP-Facilities Planning & Mgmt	Dir, Facilities Development	Director-College Facilities & Space Plng
Assoc VP-Project Mgmt & Construction	Dir, Office of Real Property Services	Director-Project Mngmt & Construction Svcs
Assoc. Manager, Planning	Director - Facilities & RE	Electrical Engineer
Assoc. Vice President, Univ Architect	Director General, NRC-ASPM	Electrician Foreman
Associate Director Facilities Eng	Director Integrated Operations (F&O)	Engagement Manager - Global Energy
Associate Director for Building Maintenance	Director of Admin Affairs (OFA)	Engineer III
Associate Director of Operations	Director of Administrative Services	Engineering Manager
Associate Director Resource Services	Director of Capital Planning	Exec Director Facilities Services
Associate Director, Engineering	Director of Construction	Executive Dir, Student Housing/CHO
Associate Vice Chancellor, Facils Plng & Const	Director of Corporate Accounts	Executive Director Finance
Asst Director, Capital Projects	Director of Environmental Services	Executive Director of Plant Operations
Asst Director, Engineering	Director of Facilities	Executive Director, Capital Strategy
Asst Director, Facilities Management	Director of Facilities Engineering	Executive Director, Facilities & Engineering
Asst Vice Chancellor, Asst Dean	Director of Facilities Planning	Executive Director, Infrastructure
Asst Vice President, Building Operations	Director of Facilities Services	Executive Director, Real Estate Operations
Asst Vice President, Physical Resources	Director of Materials	Executive Vice President of Administration
Budget Officer	Director of Operations	Executive Vice President, Finance
Building Services Manager	Director of Operations Improvement	External Contracting Program Manager
Business Analyst	Director of Physical Plant	Facilities Coordinator

Facilities Director	Manager, Facilities Management	Shared Facility Services Manager
Facilities Engineer	Manager, Life Cycle Asset	Site Manager
Facilities Engineering Manager	Manager, Operations	Site Strategic Design
Facilities Maintenance Manager	Manager, Planning, Design & Project Mgmt	Space Plan Leader
Facilities Management	Manager, Project Management	Space Planning & RE
Facilities Manager	Manager, Property Management Services	Sr Director, Site Operations
Facilities Officer	Mgr-Project Management & Construction Svcs	Sr Director-Global Facilities Svcs
Facilities Operations Manager	NIAID Facility Manager	Sr Specialist, Operation & Maintenance
Facilities Project Manager	PCD Director	Sr VP, Facilities, Real Estate & Construction
Facilities Senior Manager	Physical Facilities	Sr. Associate Vice Chancellor
Facilities Specialist	Physical Scientist	Sr. Dir. Bus. Perf. Improvement
FCA Program Manager	Planner	Sr. Director Facilities Plng & Engineering
Field Representative	Plant Manufacturing Engineer	Sr. Director Global Safety & Security
Fiscal Specialist III	Prgm. Analyst - Installations & Mgmt.	Sr. Director, Corp Facilities Services
Group Leader - Shops, Eng, HSE & Facilities	Principal Architect	Sr. Facilities Management Officer
Group Manager of Facilities, US	Principal, Multi-Discipline Engineer	Supervisor Technical Services
Head of Department	Program Manager	Supervisor/Facilities
Industrial Engineer	Program Specialist	Supervisory Facility Operations Specialist
Industrial Support Director	Project Coordinator	Team Leader Facility Operations
Information Manager	Project Deployment	Technical Manager
Instrument & Controls Engineer	Project Director	Technology Associate
Lean Management Engineer III	Project Manager	University Engineer
Lean Six Sigma Project Manager	Project Officer, Capital Projects	Vice Chancellor of Facilities Services
Maintenance Supervisor	Property Manager	Vice Chancellor, Facilities Planning & Const.
Maintenance Systems Supervisor	Purchasing Manager	Vice Chancellor, Facilities Management
Manager - Facility Engineering	Quality Manager - Corporate Properties	Vice President
Manager Facilities & Maintenance	Section Chief/Operations & Maintenance	Vice President for Administration
Manager Facilities Design & Construction	Senior Architect	Vice President Performance Excellence
Manager Facility Operations	Senior Director	Vice President, Corporate Services
Manager of Facilities	Senior Director, Facilities Operations	Vice President, Facilities
Manager of Planning and Design	Senior Director, Project Management	Vice President, Facilities Management
Manager WFG FM Strategic Planning	Senior Facilities Manager	VP Global Pharma. R&D Facilities
Manager, ACO Facilities	Senior Manager Project Management	VP, Global Research Facilities
Manager, Administrative Services	Senior Manager, Facilities Engineering	VP, R&D Administration
Manager, Advanced Planning	Senior Project Engineer	VP-Planning, Design, Construction
Manager, Capital Projects	Senior Superintendent, Facilities Management	Work Control Centre Coordinator
Manager, Facilities Maintenance Services	Senior Vice Chancellor	

See Appendix IV: Attendee Profile for more detail on institutions and individuals in attendance

Appendix IV: Attendee Profile – 2007-2009 Lean Processes Conferences

- Abbott Laboratories**
Project Manager
- Access Business Group**
Manager
- Adobe Systems**
Sr Director-Global Facilities Svcs
- Albany Molecular Research Inc**
Director, Facilities
Instrument & Controls Engineer
- Alliant Energy**
Director, Security, Fac, Flight & Travel Svcs
Manager, Planning, Design & Project Mgmt
- ALZA Corporation**
Director of Site Operations
Manager, Capital Projects
- American Electric Power**
Director, Real Estate & Workplace Services
- American Medical Systems, Inc.**
Facilities Project Manager
- Amgen, Inc.**
Executive Director, Facilities & Engineering
Manager, ACO Facilities
- Amylin Pharmaceuticals Inc**
Senior Director
- Arizona State University**
Director-College Facilities & Space Plng
Facilities Manager
- Atomic Energy of Canada Ltd (AECL)**
Actg Mgr-Site Landlord Systems, ISS
- AvMed Health Plans**
Manager Facilities Design & Construction
- Ball Aerospace & Technologies Corp.**
Director, Facilities & Support Services
- Barnes-Jewish Hospital**
Director, Facilities Engineering
- Battelle Pacific NW Nat'l Lab**
Manager
- BJC HealthCare**
Senior Project Manager
VP-Planning, Design, Construction
- Boehringer Ingelheim Pharmaceuticals**
Associate Director, Engineering
- Boeing**
Facilities Senior Manager
- Brigham Young University**
Office of Administrative Solutions
- Bristol-Myers Squibb**
Assoc Director, Facilities Planning
Assoc. Manager, Planning
- Buffalo State College**
Assoc VP, Facilities Planning
- Castleton State College**
Director of Physical Plant
- Center for Medical Science, Inc.**
Assistant Facility Manager
Assistant Operations Manager
- Chevron**
Cost Engineering Consultant
- Children's Hospital of Philadelphia**
Sr VP, Facilities, Real Estate & Construction
- City of Ardmore**
City Manager
- City of Hope**
Project Manager
Senior Project Manager
- City of Richmond**
Work Control Centre Coordinator
- Corning Inc**
Business Procurement Manager
Director, Operations
Engagement Manager - Global Energy
Manager, Facilities Maintenance Services
Manager, Property Management Services
Mgr. Operations
Mgr-Project Management & Construction
Plant Manufacturing Engineer
- Dartmouth-Hitchcock Medical Center**
Vice President, Facilities
- Defence R&D Canada-Suffield**
Facilities Manager
- DuPont**
Site Manager
- East Georgia College**
Director of Plant Operations
- Eastman Chemical Co**
Group Leader – Engineering & Facilities
Technology Associate
- Emory University**
Assoc VP-Project Mgmt & Construction
- Erie Insurance Group**
Supervisor Technical Services
- Fairfax County Government**
Assistant Director
Assistant Supervisor Facilities Support
Engineer III
- Fairview Health Services**
Vice President
- Fanshawe College**
Manager Facility Operations
- Federal Reserve Bank of Boston**
Asst. VP Building Operations
- Fordham University**
Vice President for Administration
- Freddie Mac**
Director of Administrative Services
- GE Healthcare - LSS**
Facilities Mgr
- Genentech, Inc.**
Associate Director Facilities Eng
Sr. Director, Corp Facilities Services
Senior Project Manager
- General Dynamics Corp**
Director - Facilities & RE
Information Manager
Lean Six Sigma Project Manager
Space Planning & RE
- General Electric Company**
Operations Manager
Program Manager
Quality Manager - Corporate Properties
- General Mills, Inc.**
Senior Project Manager
- General Motors Corp**
Manager WFG FM Strategic Planning
Manager, Life Cycle Asset Mgt.
- Georgia Institute of Technology**
Assoc Vice President, Facilities
Executive Vice President, Finance
- GlaxoSmithKline**
Dir Safety, Environment, Maint & Security
Executive Director, Capital Strategy
Project Director
- H. Lundbeck A/S**
Head of Department
Sr Specialist, Operation & Maintenance
- Harley-Davidson Motor Co**
Maintenance Supervisor
Manager, Facilities
- Harris Bank**
Vice President, Facilities Management
- Harvard Medical School**
Director of Facilities
- Hewlett-Packard**
Program Manager, the HP Workplace
- Homewood Health Centre**
Director of Environmental Services
- Hutchinson Technology, Inc.**
Corp Plant Eng Manager
Corporate Director of Facilities
Director of Materials
- Idaho National Laboratory**
Site Strategic Design
- Intel Corporation**
Business Analyst
External Contracting Program Manager
Facilities Manager
Industrial Engineer
Purchasing Manager
- Inter-American Development Bank**
Chief, Facilities Management Section
Sr. Facilities Management Officer
- Invacare Corporation**
Director of Facilities Engineering
Facilities Manager
- Jack in the Box Inc.**
Director, Corporate Facilities
- Johnson & Johnson**
Manager of Facilities
VP Global Pharma. R&D Facilities
- Johnson & Johnson Pharmaceutical R&D**
Director, Global Strategic Facilities Planning
- Kaplan Inc.**
Executive Director, Real Estate Operations
- Kerry Americas**
Operations Manager
- Lawrence Livermore National Laboratory**
Associate Director
- LDS Church**
Field Representative
Physical Facilities
- Le Bonheur Children's Medical Center**
Administrative Director
Vice President Performance Excellence
- Lebanese American University**
Assistant Vice President for Facilities Mgmt
- Lehigh University**
Director of Facilities Services
- Library of Congress**
Manager, Facility Design & Construction
Program Specialist
- Lockheed Martin Corp**
Business Integration Manager
Director, Facilities & Support Services
Manager, Advanced Planning
- Lockheed Martin Properties**
Facilities Manager
- Lundbeck Research USA, Inc.**
Facilities Manager

- Massachusetts Institute of Technology**
Assistant Director Operations
Manager, Operations
Program Manager
- Memorial University of Newfoundland**
Director of Administrative Services
- Merck & Co., Inc.**
Development and Maintenance Lead
Facilities Engineer
Sr Project Engineer
- Michigan Technological University**
Director, Facilities Management
- Microsoft Corp**
Group Manager of Facilities, US
- Millennium Pharmaceuticals Inc**
Project Coordinator
Sr. Director Facilities Plng & Engineering
- Millipore Corp.**
Facilities Engineering Manager
- Moraine Park Technical College**
Construction Associate
- Motorola**
Director, Global Real Estate Strategy
- NASA/Marshall Space Flight Center**
Planner
- National Research Council of Canada**
Director General, NRC-ASPM
- NIH/NIAID**
NIAID Facility Manager
- NIH/NIAID/DHHS**
Deputy Director, Office of Research Ops
Senior Facilities Manager
- Northern Alberta Institute of Technology**
Assoc Vice President
- Northrop Grumman Electrical Systems**
Project Manager
- Northwestern University**
Assoc VP for Facilities Mgmt
- Oak Ridge National Laboratory**
Project Manager
Program Manager
- Palomar Pomerado Health**
Director, Facilities Planning & Development
- Pfizer, Inc.**
Senior Director
Space Plan Leader
- Pikeville College**
Director of Operations
- Pioneer Hi-Bred International, Inc.**
Dir, Facilities Development
- Placentia-Yorba Linda Unified School District**
Director of Construction
- Polk County**
CIP Construction Mgr
CIP Project Analyst
Fiscal Specialist III
- PPG Industries**
Shared Facility Services Manager
- Publix Super Markets, Inc**
Project Deployment/Support Manager
- Purdue University**
Facilities Manager
- Quintiles Transnational Corp**
Sr. Director Global Safety & Security
- RAND Corporation**
Deputy Director, Facilities Services
- Raytheon Company**
Facilities Manager
Manager
- Raytheon Missile Systems**
Facilities Manager
Principal, Multi-Discipline Engineer
- Roche Molecular Systems**
Director, Facility Engineering
- SABIC Americas, Inc.**
Facilities Coordinator
- Salt River Project**
Construction & Logistics Manager
Construction Manager
- San Diego Community College District**
Director of Facilities
Vice Chancellor, Facilities Management
- San Diego County Sheriff's Dept**
Project Manager
- Sandia National Laboratories**
Facilities Engineer
Senior Manager, Facilities Engineering
Technical Manager
- Sanofi Pasteur**
Director
Sr. Dir. Bus. Perf. Improvement
- Sanofi-Aventis**
Asst Director, Engineering
Sr Director, Site Operations
- Seagate Technology, Inc.**
Senior Director, Facilities Operations
- Seattle Pacific University**
Associate Director for Building Maintenance
- SMDC Healthcare System**
Manager Facilities & Maintenance
- Southern Methodist University**
Director of Capital Planning
- Southwest Research Institute**
Manager - Facility Engineering
- Spirit AeroSystems**
Facilities Maintenance Manager
Senior Manager Project Management
- Stanford University**
Executive Dir, Student Housing/CHO
- State Farm Insurance**
Administrative Services Asst Manager
Facilities Specialist
Manager, Administrative Services
- State of New Mexico**
PCD Director
- Tektronix, Inc.**
Facilities Manager
- Texas A&M University System**
Associate Vice Chancellor, Facilities
- Texas Tech Univ System**
Vice Chancellor, Facilities Planning & Const.
- The International Monetary Fund**
Budget Officer
Deputy Chief, Facilities Management
Facilities Officer
Section Chief/Operations & Maintenance
- The Scripps Research Institute**
Director, Facilities Planning & Construction
- The University Financing Foundation**
Manager
- Thomas Jefferson University Hospital**
Assoc VP for Facilities Management
- Thrivent Financial for Lutherans**
Construction Project Manager
- Tremco Inc**
Director of Corporate Accounts
- Unity Health System**
Director, Project Planning
Vice President, Corporate Services
- Univ of Alberta**
Director, Engineering & Infrastructure
- Univ of British Columbia**
Associate Director Resource Services
- Univ of California, Berkeley**
Assoc Vice Chancellor, Project Management
Asst Director, Capital Projects
Vice Chancellor of Facilities Services
- Univ of California, Davis**
Director, Building Maintenance Services
Director, Facilities Mgmt & Project Mgmt
- Univ of California, San Diego**
Asst Director, Facilities Management
Maintenance Systems Supervisor
Principal Architect
Senior Director, Project Management
Senior Superintendent, Facilities Mgmt
- Univ of California, San Francisco**
Director, Capital Programs
Director, Facilities Management
- Univ of Central Oklahoma**
Executive Vice President of Administration
- Univ of Chicago**
Assistant Vice President
- Univ of Cincinnati**
Assistant Vice President
Assoc. Vice President, Univ Architect
- Univ of Colorado at Boulder**
Assistant Director, Design & Construction
- Univ of Guelph**
Asst Vice President, Physical Resources
- Univ of Illinois at Urbana-Champaign**
Assoc Director, Construction Services
Electrician Foreman
Exec Director Facilities Services
Manager of Planning and Design
- Univ of Iowa**
Senior Architect
- Univ of Iowa Hospitals & Clinics**
Assistant Director - Capital Management
Business Manager - Capital Management
Director of Operations Improvement
Director, Capital Management
Lean Management Engineer III
- Univ of Maryland**
Assistant Director
Director of Admin Affairs (OFA)
- Univ of Massachusetts Medical Center**
Director
- Univ of Medicine & Dentistry of NJ**
Director of Construction
Director of Facilities Planning
- Univ of Michigan**
Assoc VP for Facilities & Operations
Business Manager
Executive Director of Plant Operations
- Univ of Michigan Health System**
Associate Director
- Univ of Michigan Hospitals**
Business Manager
- Univ of Michigan Hospitals & Health Centers**
Director
- Univ of Missouri**
University Engineer
- Univ of Nevada, Reno**
Electrical Engineer
- Univ of Ontario Institute of Technology**
Director, Academic Planning & Operations
Executive Director Finance

Univ of Rochester

FCA Program Manager

Univ of South Carolina NanoCenter

Director

Univ of Texas at Austin

Director-Project Mngmt & Construction Svcs

Univ of Texas Medical Branch

Chief Facilities Officer

Univ of Victoria

Project Officer, Capital Projects

Univ of Washington

Senior Project Manager

Univ of Wisconsin - La Crosse

Director, Facilities Planning & Management

Univ of Wisconsin - Madison

Consultant & Adjunct Professor

Univ System of Georgia

Asst Vice Chancellor, Design & Construction

Director, Management & Operations

University Health Network

Executive Director, Infrastructure

US Army HQ Joint Munitions Command

Industrial Support Director

US Army Med Rsrch & Material Command

Facilities Director

US Department of Defense

Prgm. Analyst - Installations & Mgmt.

US Department of Energy

Physical Scientist

US Federal Aviation Administration

Engineering Manager

US Food & Drug Administration

Associate Director of Operations

Dir, Office of Real Property Services

Team Leader Facility Operations

US Nat'l Archives & Records Admin

Supervisory Facility Operations Specialist

UT-Battelle

Director Integrated Operations (F&O)

Manager, Project Management

Washington State Department of Ecology

Administrative Services Director

Building Services Manager

Washington Univ, School of Medicine

Asst Vice Chancellor, Asst Dean

Wayne County Community College Dist

Assoc Vice Chancellor for Financial Ops

Director of Construction

Senior Vice Chancellor for Auxillary Ser

Sr. Associate Vice Chancellor

Wayne State University

Assoc VP-Facilities Planning & Mgmt

WE Energies

Director, Administrative Services

Facilities Manager

Manager, Facilities Management

Weill Medical Col of Cornell Univ

Project Manager

Wesleyan University

AVP for Facilities

William Mitchell College of Law

Facilities Management

Wyeth

Director Project Engineering

Director, Facilities Operations

Senior Project Engineer

VP, Global Research Facilities

VP, R&D Administration

Wyeth Research

Associate Director

Facilities Operations Manager

Supervisor/Facilities

Xerox Corporation

Facilities Manager

Property Manager

Appendix V: Past Sponsoring Firms

These firms have recently been sponsors of Tradeline's Lean Processes conference.

- Aleier, Inc.
- Barton Malow Company
- BRG Inc.
- CH2M Hill Facilities Services
- CO Architects
- Computerized Facility Integration LLC
- Deloitte Consulting LLP
- DPR Construction, Inc.
- EMCOR Facilities Services
- Facility Planning Arts
- Gilbane Building Company
- Guerin Associates, Inc.
- HDR | CUH2A
- HGA Architects & Engineers
- HOK
- Jones Lang LaSalle
- Jorgensen Facilities Services
- MACTEC Engineering and Consulting, Inc.
- Manhattan Software, Inc.
- Southland Industries
- Step Function-FMC
- Strategic Equity Associates, LLC
- The S/L/A/M Collaborative
- Trane
- UGL Unicco
- UMS Advisory, Inc.
- VFA, Inc.

Appendix VI: Conference Agenda

Sunday, April 11, 2010

Dinner and briefing for conference speakers	5:45 – 7:30 p.m.
Pre-conference reception for all participants	7:30 – 9:00 p.m.

Monday, April 12, 2010

General Session Reports	8:30 - 10:55 a.m.
Concurrent Forums	11:10 – 12:05 p.m.
Luncheon	12:05 – 1:05 p.m.
Concurrent Forums	1:15 - 2:10 p.m.
Concurrent Forums	2:30 – 3:25 p.m.
General Session Reports	3:40 – 4:30 p.m.
Hosted Reception	4:30 – 6:00 p.m.

Tuesday, April 13, 2010

Hosted Breakfast	7:00 - 8:00 a.m.
Concurrent Forums	8:05 – 9:00 p.m.
General Session Reports	9:25 – 10:15 a.m.
Concurrent Forums	10:40 – 11:35 a.m.
Concurrent Forums	11:50 – 12:45 p.m.
Luncheon	12:45 – 1:45 p.m.
Concurrent Forums	1:45 – 2:40 p.m.
Open Forum/Town Hall Meeting	2:45 – 3:35 p.m.

Appendix VII: Conference Venue

Marriott Hilton Head Resort

As the closest resort hotel to the beach, our deluxe guest rooms provide the best ocean views Hilton Head Island has to offer. All accommodations are provided with private balconies.



Here you'll find every amenity you can imagine to make your stay the very best:

- 25 championship tennis courts with clay, grass or hard surfaces
- Indoor and outdoor pools and Jacuzzis
- Three restaurants, lounge, outdoor bar and room service
- In-house gift shop and grocery
- Wireless internet access
- Complimentary shuttle service throughout the area



Appendix VIII: Tradeline Background

Tradeline, Inc., founded in 1975, is a California-based corporation that produces conferences and publications for corporate and institutional facilities planners and managers. Each year more than 1,200 executives, project managers and facilities managers representing the nation's largest and fastest-growing organizations attend Tradeline's facilities planning and management conferences. These executives represent more than \$71 billion/year worth of new capital projects in-the-making and in excess of \$10 billion in annual budgets for facilities management.

Tradeline conferences consistently receive high audience ratings for providing substantive, leading-edge content and for being exceptionally well-organized. The average audience rating for Tradeline's conferences over the past two years (2008 and 2009) is shown below:

Excellent (Highest Score Possible)	Good	Satisfactory	Poor
59%	36%	4%	0%

Comments from past conference attendees

<p>"Once again I found the conference professionally organized and well worth the investment in my time and Cornell's money. As a former presenter, I was prepared for the well run operation, but was especially pleased with the quality of the presentations that I attended this year."</p> <p style="text-align: right;">— Robert Stundtner Cornell University</p>	<p>"Tradeline conferences are short, concise, to the point and informative. I have always left feeling like our money was well spent and that the new ideas will provide savings to our company for years to come."</p> <p style="text-align: right;">—Jack Yates Hutchinson Technology, Inc.</p>	<p>"I have to tell you that was one of the best run and professionally presented conferences that I have attended in my professional career. I was not familiar with Tradeline before attending your conference in San Diego. All the speakers at the sessions that I attended were very good to excellent. They were well prepared, the presentation materials and format were complete and to the point and the sessions were all very interesting and informative...Keep up the good work."</p> <p style="text-align: right;">— David N. Barbour University of Southern Maine</p>
<p>"This was my first Tradeline and I am very pleased. I've learned a lot and even when I thought a presentation didn't apply (to me) I found myself being challenged to rethink and perhaps consider a new tool or apply a new network to empower my decision making process."</p> <p style="text-align: right;">—Christopher Webster Los Alamos National Lab</p>	<p>"This was my first Tradeline conference...Outstanding! I look forward to attending again in the future."</p> <p style="text-align: right;">—Marc Carroll State Farm Insurance</p>	<p>"I continue to find Tradeline conferences to be first-rate. The caliber of the meetings is a direct reflection of the time, energy and expertise that the Tradeline team puts into selecting the subject matter, speakers and venues, and then managing the entire meeting."</p> <p style="text-align: right;">— David L. Ruble, DVM, DACLAM Wyeth Research</p>

Appendix IX: 2010 Tradeline Conferences

Conference	Dates	Location
The 2010 International Conference on Biocontainment Facilities	March 25-26, 2010	St. Petersburg, FL
Lean Processes for Facilities Management & Capital Projects	April 12-13, 2010	Hilton Head, SC
The 2010 International Conference on Research Facilities	May 17-18, 2010	Toronto, Canada
College & University Science Facilities 2010	October 18-19, 2010	Boston, MA
Animal Research Facilities 2010	November 8-9, 2010	San Diego, CA
Academic Medical Centers 2010	November 15-16, 2010	Scottsdale, AZ