



Adobe Headquarters, San Jose CA

"The job of facilities management is to provide a clean, safe, healthy, productive, and uninterrupted work environment at the lowest cost possible. It turns out that managing a building to achieve all those things also is achieving sustainability."

~ *George Denise, GM of facilities for Cushman & Wakefield*

By: Stephen Ashkin, as published in *Executive Housekeeping Today*, August 2006, pp 22, 32

George Denise, a highly accomplished green building manager, has proven that being kind to the environment is good for a company's bottom line and importantly, also improves the health, productivity and safety of its workers.

Denise has been a commercial property manager with Cushman & Wakefield, the world's largest third-party manager of corporate real estate, for 17 years and a facilities manager for seven. Currently, his portfolio includes the three Adobe Towers in downtown San Jose, California, plus two midrise buildings in San Francisco -all nationally renowned for their environmentally sustainable systems.

Profitable Partnership

During the past six years, Cushman & Wakefield has been systematically testing the energy-efficient management of buildings and grounds in a number of its managed office properties. Denise's own revelations about the connection between "greenness" and corporate profits, employee health and productivity took shape when Cushman & Wakefield and its client, Adobe, formed a partnership that resulted in enormous cost savings and energy related efficiencies at Adobe Towers (the organization's headquarters). Over the years, the two firms have undertaken several dozen distinct conservation measures, primarily in the areas of Green Cleaning, lighting, climate control, indoor and outdoor water conservation, waste management, and support for workers who arrive by means other than automobile.

Under Denise's leadership at Adobe Towers, the results of green building management have been phenomenal. Electricity use per employee has decreased by 35 percent and natural gas use by 41 percent. Domestic water use is down by 22 percent and water use for landscape irrigation is down by 76 percent. Up to 85 percent of all solid waste is

diverted from landfill through a combination of recycling and composting. Of the entire Adobe workforce, 20 percent use public transit-five times the San Jose average. According to an independent engineering consultant, Adobe has reduced pollution from all sources generated through their total operations by 26 percent.

The positive effect on cash flow has been equally dramatic: \$1.1 million invested in energy conservation and other sustainability projects, instantly offset by \$353,000 in utility and government rebates, has yielded a savings of approximately \$1 million per year

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-George Denise

(a 122 percent return on investment). As a direct effect of the reduced operating costs, the value of the Adobe property has increased by some \$10 million!

Recognition

The accolades have followed. In June 2006, the Association of Energy Engineers (AEE) named Cushman & Wakefield the 2006 recipient of the prestigious Environmental Project of the Year award, for its energy-efficient accomplishments at Adobe Systems Incorporated (Adobe) headquarters in San Jose. The Adobe buildings in San Jose are Energy Star labeled and together were one of three sites out of over 600 considered that were recognized by California's Flex Your

Power program for "Best Overall" in energy management. The two buildings in San Francisco are in the process of establishing their base year for Energy Star. Meantime, one of the San Jose buildings, West Tower, became the first building in the new permanent LEED Green Building program for existing buildings to be certified at the Platinum level.

Putting Green into Action

Denise acknowledges that the most important factor in helping to create and manage buildings considered outstanding for their "greenness" is, quite simply, to do all the things a property manager is responsible for doing correctly and efficiently, and then having an outside party validate the work. Also, Denise concludes, there's no reason not to manage green because "it's easy to do."

"The key areas to focus on are energy efficiency, Green Cleaning, water conservation and solid waste management," Denise said. "Facilities managers that don't get on board and start managing green are ultimately going to be left behind. As energy costs continue rising, as properties become more competitive, this is the way to manage."

Even if a company is not going to certify its buildings, Denise advises property managers to implement green management practices. He insists that it is only a matter of time before all property managers are going to have to certify the buildings they manage or find themselves in a new position managing a building that already has been certified.

Obviously, businesses that serve green customers and work in green buildings must be green, too.

Lead Green, or Fall Behind

The New York Times* recently quoted Donald B. Rosenfield, a senior lecturer at the M.I.T. Sloan School of Management, about his views on green business management. "You don't just compete on cost or quality of new products; you can also compete on environmental performance," Rosenfield said. "At first, companies simply dealt with regulations; later, they anticipated regulations."

In other words, all businesses should add environmental impact as an element of consumer choice. "Norms change," Mr. Rosenfield said.

Andrew L. Shapiro, chief executive of GreenOrder, a New York consulting firm that helped G. E. develop its Ecomagination campaign to stress its environmental credentials, called the current stress on sustainable business practices the "third wave" of business interaction with the environment. He describes it as "seeing environmental leadership or stewardship as a source of business value for firms, in the long term."

*NEW YORK TIMES REFERENCE
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The Ashkin Group is one of the nation's leading consulting firms working to green the cleaning industry. A 25+ year veteran of the cleaning industry, Steve Ashkin is the author of *Green Cleaning for Dummies* and a tireless advocate for environmentally preferable cleaning products. Often referred to as the "father of green cleaning," Ashkin has played a pivotal role in setting industry standards, promoting environmentally preferable products, and advocating for socially responsible practices. For more information or to subscribe to his e-newsletter, DestinationGreen, visit www.ashkingroup.com.