Dear IFMA Members

Summer is near! I am excited to go biking, attend a couple Whitecaps games and, honestly, just not be COLD every day!

What does it mean to be a member of an IFMA chapter? It means this is YOUR chapter – YOU are the one who can make it better and bigger. How can you do that, and make sure the chapter meets your needs and benefits your interests as a member? Read on!

Our chapter has 114 members to date. We hover around 118 to 123 members, depending on the month. Starting within this newsletter, there will be a section called “Membership Overview” highlighting our membership and where we stand each quarter. Let’s set a goal to have 140 members this year – we can achieve this together. How? Invite other professionals and associates to join – tell them about the new networking events, the annual outings, and all the great contacts they will make by being a member! You know, I imagine you’ll get more out of your chapter, too, when more of your friends and associates join you.

In 2011, IFMA continues our commitment to our members who use IFMA to bring you programs that help you do your jobs better and stay up to date with cutting edge industry news and information that you can put right to work. Let us know how we can make it better and what you like best about your chapter. Stop a board member at a monthly meeting, or contact us any time. Speaking of monthly meetings, join us for these upcoming events: May – Four Winds Casino Tour
July – Annual Whitecaps Baseball outing
August – 9th Annual IFMA West Michigan Golf Classic

And, speaking of the golf outing—did you know that 90-95 golfers sign up each year for this outing? Would it surprise you that this is our biggest money maker of the year, and that it funds the scholarships awarded at the annual banquet? Or that 75% of golfers are associate members and only 25% are professional members? This event raises money for scholarships of students going into the facilities profession, and the majority of golfers are associate members. Invest in the future of our great profession by supporting this event. We need more professional members to attend! To encourage your participation, the fee to play has been reduced to $100 per professional member. AND, you do NOT need to be a member to play in the outing! For more information, go to www.ifma-wm.org.

These sponsorships are also open to purchase online for the event:
- Eagle Sponsor (unlimited) - $750
- Birdie Sponsor (unlimited) - $500
- Par Sponsor (unlimited) - $250
- Closest to the Pin Sponsor (4 available) (men and women) – $200
- Longest Drive Sponsor (4 available) (men and women) - $200
- Hole Sponsor (10 available) - $150
- Beverage Cart Sponsor (2 available) - $200
- Cigar Cart (sold out) - $150

Thank you for being a member of IFMA West Michigan! Remember, YOU make it GREAT! I look forward to seeing you at our next event.

Emily Burns
Manager, Real Estate and Planning, Priority Health
VP Public Relations, IFMA West Michigan

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</table>
UPCOMING MEETINGS

May 2011
Tour of Four Winds Casino
When: Wednesday, May 18
Where: Four Winds Casino, New Buffalo Michigan
Overview: More information to come.

June 2011
Networking Event
When: Wednesday, June 15th
Where: The B.O.B.
Overview: Another networking event! This was a huge success at the Monkey Bar...bring your business cards! More details to come on which area within the B.O.B. this will be held.

July 2011
Annual Whitecaps Baseball Game (and fireworks!)
When: Wednesday, July 20
Where: Whitecaps Stadium—behind home plate/third base line (great seats!)
Cost: $8.00 each (all ages). This cost includes game tickets, burgers and hot dogs on the deck. Deadline to purchase a ticket is June 22...go to www.ifma-wm.org to register and pay or contact Eric at eric_calcatera@cable.comcast.com.

August 2011
9th Annual IFMA West Michigan Jim Hickey Golf Classic
When: Friday, August 5
Where: Quail Ridge - Ada, Michigan

IFMA West Michigan Chapter Mission
The West Michigan Chapter of the International Facility Management Association (IFMA) is a professional organization that promotes the advancement of the facilities management profession at the local level by providing opportunities for education and creating an environment that encourages its members to share knowledge and experiences.
This is a new section that will help you better understand your IFMA West Michigan chapter from a membership standpoint. Information comes from the VP Membership.

### Membership Overview

#### Membership Counts

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate</td>
<td>34</td>
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<tr>
<td>Professional</td>
<td>69</td>
</tr>
<tr>
<td>Young Professional</td>
<td>5</td>
</tr>
<tr>
<td>Student</td>
<td>2</td>
</tr>
<tr>
<td>Lifetime</td>
<td>2</td>
</tr>
<tr>
<td>Retired</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

#### Expiring Memberships

- 4

#### Dropped Members

- 2

#### New Members

- 4

#### CFMs

- 20

#### FMPs

- 7

#### Month Counts

<table>
<thead>
<tr>
<th>Month</th>
<th>Count</th>
<th>+/-</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2010</td>
<td>118</td>
<td>-3</td>
<td>-3%</td>
</tr>
<tr>
<td>March 2010</td>
<td>115</td>
<td>-3</td>
<td>-3%</td>
</tr>
<tr>
<td>April 2010</td>
<td>117</td>
<td>2</td>
<td>2%</td>
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<tr>
<td>May 2010</td>
<td>116</td>
<td>-1</td>
<td>-1%</td>
</tr>
<tr>
<td>July 2010</td>
<td>118</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>September 2010</td>
<td>114</td>
<td>-4</td>
<td>-4%</td>
</tr>
<tr>
<td>October 2010</td>
<td>111</td>
<td>-3</td>
<td>-3%</td>
</tr>
<tr>
<td>November 2010</td>
<td>115</td>
<td>4</td>
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</tr>
<tr>
<td>December 2010</td>
<td>112</td>
<td>-3</td>
<td>-3%</td>
</tr>
<tr>
<td>January 2011</td>
<td>111</td>
<td>-1</td>
<td>-1%</td>
</tr>
<tr>
<td>February 2011</td>
<td>113</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>March 2011</td>
<td>114</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Other News:

**Van Andel Institute Phase 2 Building was awarded LEED Platinum**

The Van Andel Institute Phase 2 Building was awarded LEED Platinum. Congratulations to Sam Pinto, and his team! Sam is the Facilities Director and a West Michigan IFMA Chapter member.

**Open IFMA West Michigan board positions**

Several board positions are up in June. Ballots will come out in May and you may nominate yourself or someone you feel would do a great service on your IFMA board. Positions available are:

- President
- Treasurer
- Secretary
MEMBERS’ CORNER

IFMA Member Highlight—Professional

David Rieger (drieger@wescoinc.com)
Facilities Planning Engineer
Wesco Inc.

David has been providing facility engineering support and new property development services for the past seven and a half years at Wesco. He oversees all facility-related system designs and implementation. Wesco Inc. has 51 gas station/convenience stores, a commercial commissary, a distribution warehouse and some stand-alone Subway restaurants throughout Michigan.

Wesco recently was voted one of the “101 Best and Brightest places in Michigan to Work” for the third straight year.

Previous employment includes:
  - Maintenance Manager - Grand Rapids Public Schools
  - Electronic Design Engineer - Johnson Controls
  - Electrician (Nuclear Power Program) - US Navy

David received his Electrical Engineering degree from Lawrence Technological University and lives in Grand Haven, Michigan.

IFMA Member Highlight—Associate

Greg Boehrer (gboehrer@emsinc.com)
Business Development Manager
Executive Management Services

IFMA Member since 2010

Greg Boehrer joined EMS Group, Inc., a leader in the commercial cleaning and facility services industry, in 2009. He is currently Business Development Manager, responsible for a majority of the Midwest Region, including Michigan, Northern Indiana, Illinois, and Wisconsin.

Greg is a graduate of Purdue University’s Krannert School of Management. Prior to EMS, Greg worked as a professional recruiter in two leading recruitment firms in the United States. He currently resides with his wife and daughter in Portage, MI.

Dollar for Chapter Charity

We have a Dollar for Chapter Charity contribution and here’s how it works: during our membership meetings and other IFMA sponsored events, our members can be fined $1 for an incident. The incidents range from ringing cell phones, answering your cell phone during our meetings and arriving to a meeting late. All money is matched by the chapter and goes to Habitat for Humanity. We are keeping it light-hearted and it is a positive way for us all to contribute to great causes on an ongoing basis.
## Welcome New Members!

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell Bart</td>
<td>CSM Services</td>
</tr>
<tr>
<td>Erik Beckstom</td>
<td>Nichols</td>
</tr>
<tr>
<td>Greg Boehrer</td>
<td>Executive Management Services, Inc</td>
</tr>
<tr>
<td>Bruce A. Brower</td>
<td>Kentwood Office Furniture</td>
</tr>
<tr>
<td>Robert Bushart</td>
<td>CRS Facility Services</td>
</tr>
<tr>
<td>Mel DeVries</td>
<td>River City Flooring/Design Studio</td>
</tr>
<tr>
<td>Allen Druckenmiller</td>
<td>Fifth Third Bank</td>
</tr>
<tr>
<td>Duane Dunlap</td>
<td></td>
</tr>
<tr>
<td>Patrick D. Fortier</td>
<td>Metro Health Hospital</td>
</tr>
<tr>
<td>Christopher M. Galinetti</td>
<td>J+J/Invision</td>
</tr>
<tr>
<td>Mark B. Grooters</td>
<td>KONE Inc.</td>
</tr>
<tr>
<td>Mr. Michael L. Hill</td>
<td>West Michigan Office Interiors</td>
</tr>
<tr>
<td>Kane Howard</td>
<td>Michigan State University</td>
</tr>
<tr>
<td>Bret T. Mackey</td>
<td>Colliers International Property Management</td>
</tr>
<tr>
<td>David C. Masek</td>
<td>Student</td>
</tr>
<tr>
<td>Robert H. McDonough, CFM</td>
<td>Western Michigan University</td>
</tr>
<tr>
<td>Zach L. McIntosh</td>
<td>Spectrum Health</td>
</tr>
<tr>
<td>Peter M. Murray</td>
<td>Farmers Insurance Group</td>
</tr>
<tr>
<td>Kevin O'Dell</td>
<td>Allied Electric, Inc.</td>
</tr>
<tr>
<td>David A. Rieger</td>
<td>Wesco</td>
</tr>
<tr>
<td>Mack B. Solomon III</td>
<td></td>
</tr>
<tr>
<td>DJ Vander Slik</td>
<td>DJs Landscape Management</td>
</tr>
<tr>
<td>Ryan A. Wolford</td>
<td>Ahern Fire Protection A Division of J.F. Ahern Company</td>
</tr>
</tbody>
</table>
## MONTHLY MEETING OVERVIEW

### January
**Networking Event**

Location: B.O.B. - 20 Monroe Ave NW / Grand Rapids, MI 49503 / 616.356.2000

The intent of this meeting was to break down the structure of the meeting conversations and knowledge sharing by creating an informal meeting area with organized discussions. Business cards were exchanged, and drinks and food enjoyed. What a successful night! Professional and associates members shared knowledge, processes and contact information. If you missed it, we look forward to seeing you at the next event.

### February
**Tour of Farmers Insurance**

We enjoyed a great tour of the Farmers Insurance current and new facilities. Thank you to Pete Murray for showing us around the buildings.

If you have more questions about the facilities, contact Pete at pete.murray@farmersinsurance.com

### March
**Evolution of the workplace**

Rob Frans, of Steelcase University, spoke on the "Evolution of the Workplace". Thank you Steelcase for having the IFMA West Michigan chapter! Thank you to all that attended this event.
The 2011 banquet was held at the Urban Institute for Contemporary Arts (UICA). UICA has flourished for over 30 years through its relationships with artists from around the world. This exhibition featured the work of UICA’s Visual Arts Committee and over 25 invited artists. The UICA is moving to a new building in June and is very excited about this transition.

The IFMA event was a delight and was catered by the Winchester. The night included the Kathy Pruden Memorial Student Scholarship award winners, as well as a formal thank you to our chapter sponsors who support us annually.

The Kathy Pruden Scholarship is for a student studying facilities management. The students must complete the large packet with several attachments by the deadline. Once received, the IFMA West Michigan Chapter board members review each packet and select the most qualified candidate(s). This year, two students from Ferris State University Facility Management curriculum won $1,000 from the IFMA West Michigan scholarship.

The recipients of the scholarship were Allison Clark and Eric Guikema.

Other awards given were:

- Professional Member of the Year
  - Scott Veurink

- Associate Member of the Year
  - Mike Obrecht

- Eveready Award
  - Jim Corby

The banquet was a great time and we are looking forward to the 2012 annual banquet. Hope to see you there!
GENTEX CORPORATION

Submitted by Scott Heerema, Corporate Facilities Director, Gentex

Gentex is a global, high technology electronics company that is managed by engineers and others who understand the freedom and discipline that's required to run an entrepreneurial company. We are a unique, profitable company that is vertically integrated in highly automated electronics, CMOS camera development and manufacturing, vacuum coatings, and glass bending and fabrication. We specialize in a broad spectrum of technologies and processes to deliver high quality products to the automotive, aerospace and fire protection industries.

We have cutting-edge R&D and manufacturing facilities on our Zeeland, Michigan, campus.

Global Offices
Our global offices with regional engineers and salespeople are strategically located to best serve our automotive customers around the world.

In addition to our headquarters campus in West Michigan, we have regional automotive sales and engineering offices in Germany, France, The United Kingdom, Korea, Sweden, China and Japan; and four regional U.S. sales offices for the Fire Protection Products Group

As a Corporate Facilities Services Team we support the infrastructure and manufacturing in 5 facilities, located in the Holland/Zeeland area. Our customer focus is supporting a fast paced, ever-changing production environment. All aspects of Facilities Management are handled in house with 60 people working 24/7 covering 1.4 million
square feet over 240 acres. The Facilities department is led by Corporate Facilities Director Scott Heerema and structured into two teams with five focus groups; Facilities Buildings Team, Projects Maintenance, Facilities Services Team, Environmental Health & Safety, Housekeeping, Corporate Services.

Challenges:
- Accommodating fast growth with short lead times, being proactive, responsive and cost effective.
- Being one step ahead of our production growth needs by working closely with all departments and looking forward to build capacity for the future.
- In addition to providing typical facilities functions, we are responsible for 50+ capital projects annually that range from $10,000-$10 million, from simple office renovations to building additions to complete new buildings.

Accomplishments
- James Street – 108,000-square-foot renovation for production facility, between December 2010 and early January 2011 - 15,000 hours invested
- 70,000-square-foot renovation to our Zeeland Distribution Center – three month’s duration, with no interruptions in service.
- Over the last few years, we have implemented various cost savings/cost-avoidance opportunities, including:
  - Utilizing excess heat from the air compressors to preheat RO water. This, in turn, allowed us to turn off the tank heaters in the glass washers on the production lines.
  - Perform annual compressed air leak audits in all our facilities
  - Complete review of the HVAC time of day schedules to better coordinate with the facilities occupancy schedule
  - Modifications to building chilled water system from full flow to variable flow system for energy savings.

As a small team, compared to our overall company size, we are integral to our processes’ success and impact many aspects of every Gentex team member’s work environment. Many times our team is unseen and unknown. We are proud to support the teams responsible for getting Gentex product out the door, as well as provide a safe, pleasant place to work and bring our customers.

If you have any questions, email Scott Heerema at scott.heerema@gentex.com
So...you’ve been in your position as a professional facility manager for some time now and you are pretty comfort-able and confident in your capabilities. Are you becoming complacent? Are you staying current?

I know I made some humorous (I hope) references to using technologies such as Twitter and Facebook but there is a LOT more to our jobs than that, isn’t there? How about green cleaning, or the rest of the whole topic of sustain-ability, or utility monitoring, or financial metrics, or emergency preparedness, or performance assessment, or regu-latory compliance, or software upgrades, or whatever? The list can get lengthy.

Opportunities for improving yourself and your career abound. There are numerous online webinars – many of which are free. They last for about an hour and you have lots of topics to choose from. For example Planon is offering a May webinar called “Learning to Speak Finance for Real Estate & Facility Executives,” and they just had one on en-ergy benchmarking. The cost is free and the topics are germane for all facility managers.

The government is another source of free information and training. You have been reading and hearing about energy management and “Going Green.” Some of us are more tuned in to what that means than other facility manag-ers might be. How do you know where your facilities stand or how they compare to other facilities? The Federal De-partment of Energy (doe.gov) offers free energy assessment tools that are yours for the taking.

If you travel any distance, there are books on CD that are available at your local library. Listen to them on your way to work or when you travel to a remote site or when you are on a plane.

If you have the financial resources, there are courses offered at area colleges and universities. In many cases your employer will reimburse you for satisfactory completion of class work. Ferris State University offers one of the IFMA-certified FM degree programs. Other institutions offer classes that may be specific for your particular needs. IFMA also offers courses in the nine core competencies at World Workplace and other sites throughout the year.

If you do not have the financial resources to pay for classroom instruction, there are a variety of scholarships available. Stay tuned to the West Michigan Chapter for more news on this possibility in the near future.

FACT: Your West Michigan Chapter has 18% CFMs which is 7% higher than the national average. We have 6% FMPs which is about the national average.
Fargo-Northern Plains Chapter of IFMA
Submitted by Andrew W. Thomason, Fargo-Northern Plains Chapter President

The Fargo-Northern Plains chapter of IFMA hosted a CFM review course in March to help those interested in getting their CFM. The chapter offered the review course to each local chapter member for free, and gave a discounted rate to non-Fargo Chapter IFMA members. Peggy McCarthy, CFM, CFMJ, IFMA Fellow, from the Minneapolis-St. Paul IFMA chapter led the course.

In addition to the review course, the Fargo-Northern Plains chapter is focusing their monthly chapter meeting topics on competency areas members feel they are least knowledgeable in. They invited professionals from the community working in those competencies to give an informational presentation at the monthly chapter meeting. In April, a local real-estate broker gave a presentation on commercial real-estate and leases, and in May a finance director from a local hospital is scheduled to give a presentation on financial statements and reports.

Fargo-Northern Plains chapter of IFMA has 23 members and covers eastern Montana, eastern South Dakota, western Minnesota, and all of North Dakota.
Environmental Issues in FM - Here, There and Everywhere

Submitted by Donald E. Penniman, CPG, Director - Western Great Lakes Office

Environmental issues subject to Michigan and federal environmental law can be present in any facility, whether you are planning new construction, remodeling existing structures, or managing historical buildings. For professional facility managers, energy efficiency and waste management have become routine, and resources are available for continuous improvement. Other environmental issues arise infrequently, usually in the middle of major changes, and of course, you need to keep an eye on your neighbors.

Some issues you might face are:

**Environmental Due Diligence** – this is pertinent when you purchase new property or refinance existing properties, and is largely a process of looking for trouble under your feet – soil or groundwater contamination. The process includes a Phase I Environmental Site Assessment – a visual and historical survey, which could then extend to a Phase II investigation – soil and/or groundwater sampling and laboratory analysis. The good news in this process is that Michigan environmental law provides an exemption from liability for contamination that was present before you purchased a property.

**Due Care** – if your property has soil or groundwater contamination, either from past use of the property or from migration from a neighboring property, you may have responsibilities to avoid making the contamination worse and to protect against exposures to contamination. This is often as simple as maintaining a parking lot over contaminated soils, connecting to city water, or fencing off the back lot.

**Asbestos and Lead-Based Paint** – asbestos-containing pipe insulation, floor tiles, fire doors, etc. could be present in any building built before the mid-1980s. Similarly, lead-based paint could be present in any residential building built before 1978. It is still used on structural steel. Either of these conditions can be an expensive factor in demolition and renovations, with intense oversight by state regulators.

**Storage Tanks** – underground storage tanks (USTs) and above-ground storage tanks (ASTs) are used for backup generators, heating oil, and specialty chemicals. Depending on the size, use, and contents of the tank, there are different state regulations, and spills or leaks are always a problem. Users of larger tanks or multiple tanks are required to have detailed spill plans.

**Vapor Intrusion** – this is an issue where previous occupants, neighbors, or neighbors from long ago can produce present-day problems. Volatile organic compounds from gasoline, paints, dry cleaners, etc. can migrate through soil or groundwater and seep into buildings. This issue has recently come under scrutiny by Michigan environmental regulators.

To find out whether any of these issues are present in your facility, and what to do about them, environmental consultants are available with specialized knowledge. Some issues may require consultation with legal counsel. Don Penniman and Shawn Shadley of ASTI Environmental are available any time for a conversation at 616-957-5601.
IFMA EVENTS FOCUS

IFMA National Events Throughout 2011

IFMA Virtual Conference & EXPO

What is IFMA's Virtual Conference & Expo? It is the association's newest professional development offering for facility management and related fields. Delivering the same high-quality, high-energy programming as IFMA's on-site conferences and expositions, the virtual event is designed to connect peers, industry experts and solution providers in a convenient, secure and unique online environment.

World FM Day—June 23, 2011

IFMA, in conjunction with Global FM, is proud to invite you to celebrate World FM Day, which takes place Thurs. June 23, 2011. Global FM member organizations on six different continents will celebrate World FM Day by organizing events such as luncheons, seminars and workshops, or by undertaking any other activity to celebrate and promote facility management. With this event, we aim at raising the FM profession profile around the globe—promoting facility management's ideals worldwide, not only within the profession and industry, but also among the governments and the general public.

World Workplace 2011—Phoenix, AZ


IFMA's World Workplace Conference & Expo is the largest, most longstanding and well-respected annual conference and exposition for facility management and related professions. Each year offers a new experience, addressing challenges and strategies that are universal to every facility type, shape and size. Programming focuses on proven methods, strategies and solutions for heightening facility performance, directing efficient workplace programs, and becoming a more effective leader.
Maintaining one or multiple facilities within a tight budget can be excruciating, particularly when your company wants to do things in a sustainable fashion. Whether or not you are going green, Reed Construction Data’s new white paper will give you lots of information to help you improve your facility’s performance...without going in the red.

Table of contents includes:

- **New Trends-Green Building**
  - Green Building Approaches
  - Establishing a Green Team in an Existing Facility
  - Featured Green Products

- **New Trends-Job Order Contracting**
  - Methods and Techniques of JOC Implementation

- **Best Practices**
  - Tips for Accurate Estimating
  - Auditing a Facility

Choose from several online classes including those listed to the left. IFMA online has it all for today’s facility manager!

Green Drinks!

Every month, people who work in the environmental field meet up at informal sessions known as Green Drinks. They have a lively mixture of people from NGOs, academia, government and business.

It’s a great way of catching up with people you know and making new contacts. Everyone invites someone else along, so there’s always a different crowd, making Green Drinks an organic, self-organizing network. These events are very simple and unstructured, and many people have found employment, made friends, developed new ideas, done deals, and had moments of serendipity.

To see if there is a Green Drinks group in your area, go to [www.greendrinks.org](http://www.greendrinks.org)!
IFMA’s Online Career Center offers you a convenient way to search for jobs or employees for free. It targets FMs and FM opportunities for job seekers, as well as employers and recruiters. You can:

→ View the newest/freshest jobs available for professionals seeking employment.
→ Create a Job Alert and new jobs that match your search will be emailed to you.
→ Post your anonymous resume for free and let employers submit opportunities to you.
→ Create a Job Seeker account. Your Job Seeker account will let you store job openings.
→ View the resumes, and only pay for the ones that interest you.
→ Reach the most qualified candidates by posting your opening with our Online Career Center.

Check out the online career center at http://jobnet.ifma.org/home/index.cfm?site_id=208

ABOUT THE EDITOR

Emily Burns is manager of Facility Planning and Services at Priority Health in Grand Rapids, Michigan. She oversees space and capacity planning, vendor services, employee moves, the Facility Liaisons Program, and Safety At Work for the six Priority Health sites across Michigan as well as overseeing the Distribution Services Center. Emily has been with Priority Health for 6.5 years and is a 1997 graduate of Indiana Wesleyan University.

Emily is on the IFMA West Michigan executive board of directors as vice president of Public Relations. She lives in Grand Rapids and enjoys spending time with her family and friends, hanging out with her rescue dogs and traveling.

Do you have comments, questions or suggestions regarding the IFMA newsletter? Please contact Emily at emily.burns@priorityhealth.com
CHAPTER SPONSORS

Platinum

![IA HERN FIRE PROTECTION](image1)

![Century](image2)

Gold

![Griffin](image3)

Silver

![River City Flooring Design Studio](image4)

More than a source, a resource.

Bronze

![Custer](image5)

![FIC&H](image6)

![Milliken](image7)