

**The National Association of State Facilities Administrators**

*An organization of planning, development, operations, and maintenance officials*

**Newsletter News**

By Laurel LaFramboise, Vermont Communications Committee Co-Chair

Hopefully this issue will get to you while it's still officially fall (December 20). We've fallen behind a bit with all the other activities the Communications Committee is working on.

I'd like to remind everyone that the success of an association such as NASFA depends upon the commitment of its members to share information and talents. Many thanks to those members who shared answers to the survey questions based on this issue's focus topics: disaster and space planning/management. More would be merrier, however, so for the next issue please take a few moments to answer the survey questions!

Along those lines I'd like to remind everyone what our future focus topics will be.

- Winter: personnel development, rest area management
- Spring: energy & funding issues

Please consider sending us a short article or some focus survey questions you'd like to see answered.

Look for information on the regional conferences, the incentives race, and more in this issue.

As always we are looking for your input to improve communication among members. E-mail me at laurel.laframboise@state.vt.us or Marcia Stone at mstone@csg.org with any comments or concerns. ♦

Fall 2004

# State Facilities Quarterly

## Message from the President

What kind of coach are you? We are all coaches in one game or another. In a loose sense of the word, I am using the word coach to mean any person in a position of leadership of any group at work or leisure, home, or community. Generally speaking, this person is not necessarily a player but someone who provides the strategic planning and gives general direction for the team's game plan. When the team is successful the coach gets the credit but likewise, when the team loses, the coach bites the bullets for that as well.

Not being an avid, stuck in the mud, sports fan, there is something striking about this year's sports world that caught my eye. It may be just me, but it appears that the number of coaches being removed is at an all time high for a single season. While looking at coaches like Terry Stotts, Tyrone Willingham, David Cutcliffe, Ron Zook or Rich Brooks, it strikes me that these fine leaders, who have made a name for themselves in their fields, have much to offer and will continue to do so. It does not matter which sports league it is; collegiate or professional. The results are the same...bring home a winning team or you are out of here.

Don't think for a moment that it has to happen at the end of the season. It somehow seems to have more impact if done in the middle or near the end of the playing season. This expectation has become so pervasive that the fans, like stock holders in a large corporation, have bought into these same expectations. As we all know, there are many reasons why a team can be held down in any given year...new players, a more balanced playing field, stiffer competition, injuries, or a number of other reasons may come to mind. The point here is that we are living in an era of high expectations. Get on the winning team or look for another team to play on.

What does all this have to do with National Association of State Facilities Administrators (NASFA)? We, public owners, are in a high stakes game as well. Each of us are placed in coaching positions because of our dependence on someone else to do the work for us. In the mainstream way of thinking, we are expected to be on the winning team. What does that mean



*Cliff Steger, Tennessee  
NASFA President  
2004-2005*

to us? It means being on time, within budget, and obtaining an expected level of quality in every project. It means responding to issues before they become critical, anticipating and being proactive.

In this newsletter you will find some excellent articles on Security/Disaster and Space Planning. These are timely subjects because they each address issues closely related to what we are all about. One deals with responding to the unusual and the other to the expected. I hope that you will take advantage of the articles found in this newsletter as well as other NASFA sponsored training and educational opportunities to share and expand your knowledge and expertise in fulfilling your job as the coach of your team.

I'd like to leave you with this simple thought, "Work hard, plan well, give your people the respect that they deserve, and enjoy your successes." And from the book, **The Present** by Spencer Johnson, M.D, to be more successful, "Focus on what is right now. Respond to what is important now." But, should you find yourself on the losing team, realize when coaches take the fall, it is not necessarily directed at you personally. It is a sign of the times. But the best way to keep that from happening is to give it your best.

Should you find yourself caught on a losing team just remember all is not lost. Quoting from **The Present**, I would offer this advice: "learn from the past...look at what happened, learn something valuable from it, and do things differently in the present"...that will make your future better. Remember, there is no better indication of the success in your future than the job you are doing today.

This New Year is a new beginning with new possibilities; make it the best that you can. ♦

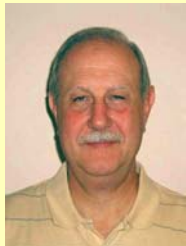
## Regional Vice Presidents



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## Regional Conferences in Review

### Great Plains Regional Conference

The 21<sup>st</sup> Annual Great Plains Regional Conference was held at the Monona Terrace Convention Center in Madison, Wisconsin, October 17 – 19, 2004. The event began with a Sunday evening reception and dinner welcoming the states of the region. Dinner was followed by a presentation on the design and construction of Monona Terrace, which was completed in 1998 and based on designs developed by Frank Lloyd Wright over the span of years from 1938 until his death in 1959.

Monday was a full day of varied presentations. The morning program began with presentations on alternative project funding and public/private developments in Madison and Milwaukee. Monday morning also included presentations on energy best practices and State of Wisconsin standards for energy, daylighting and construction waste recycling. The Monday afternoon program featured presentations on the State of Wisconsin Silver LEED project in Green Bay, the Johnson Wax Company Gold LEED project in Racine, and the nationally acclaimed Chesapeake Bay Foundation Platinum LEED project. These were followed by presentations on facilities financing and management, 3D/4D construction modeling, and construction management alternative delivery of two major projects in Madison. The day culminated with a dinner at the Madison Club and hospitality event at the Hilton Hotel.

Tuesday morning consisted of the business meeting and discussion of common concerns followed by a presentation on the completed Wisconsin State Capitol Restoration project. The conference concluded with an afternoon of facility tours, beginning with a tour of the completed State Capitol project, followed by options to tour of the Camp Randall Stadium expansion and renovation project or the Caesar Pelli designed Overture Hall.

### Southeast Regional Conference

The Southeast Regional Conference was hosted by the State of Tennessee and was held at the Millennium Maxwell House Hotel in Nashville on October 27 - 29. It was the largest turnout in a couple of years. Eight of the thirteen states within this region were represented with some 45 in attendance. As is the custom of the Southeast Region, the format was the traditional Roundtable Discussion of issues of most concern

to the group. The discussion areas included strategies for improved quality of construction, delivery methods, commissioning, energy, O&M strategies for reducing maintenance backlogs, database management, to Homeland Security issues. The group prefers the current format and a vote was taken the results of which will allow it to remain in effect for the future.

Nashville is a great town with lots of fun things to do. The attendees had an opportunity to enjoy some of the sights and sounds of the city. Overall the conference was a tremendous success.

Norfolk, Virginia was identified as the site and host State for the 2005 Southeast Regional Conference.

### Western Regional Conference

The 2004 Western Regional conference this year was held in Scottsdale, Arizona, September 28 to October 1. The conference had attendees from Alaska, Arizona, Idaho, Montana, New Mexico, Oregon, Tennessee, Utah, Washington, and representatives from Holder Construction, Opus West Corporation, and Tops Systems LLC. The conference had 50 NASFA members in attendance.

The State of Arizona's Department of Administration played host and put together a three-day conference that covered issues ranging from safety issues to construction issues. NASFA and the Associated General Contractors of America (AGC) provided a joint teleconference entitled "Why Public Owners Use CM/GS and Best Practices for Owners and Contractors". Thanks to the five (5) NASFA members that participated on the panel: Mike Kenig, Holder Construction, David Hart, State of Utah, John Lynch, State of Washington, Kimball Peed, State of Georgia, and Bruce Ringwald, State of Arizona.

During the conference it was decided that the 2005 Regional Conference would be hosted by Alaska and the 2006 to be hosted by Idaho. Start making your plans to attend. Again, thank you to the State of Arizona and Faye Myles for hosting the 2004 Western Regional and for organizing a wide variety of topics for the conference. ♦

## Space Management Planning Survey Results

### How do you factor in lighting, electrical and data needs, carpet and paint when retrofitting existing facilities?

- When we are given the opportunity to vacate and renovate a space, we take the opportunity to upgrade all systems and renew all finishes. We design to 30-35 foot candles for ambient lighting in office areas. Electrical and data are based on our average occupancy load of 220 sf/employee. Roger Berna, Arizona Department of Administration
- Space needs are assessed and appropriate contractors are brought on board to determine costing and material selections. Telecommunication needs are evaluated by third party vendors to verify internal findings. Dave Mezack, Ohio Clermont County Public Library
- All those facets are a function of the projected use of the redesigned space. Office space takes more electrical/data capability than storage does. The architect designs the space to fit the projected utilization and those costs are part of the accepted design. That would include a determination by the owner regarding whether or not new carpet, paint, etc is desired/required. Tim Mason, Idaho Department of Administration
- Money, or the lack thereof, and age. Kim Guthrie, Wisconsin Department of Natural Resources

### Do you perform load calculations on the redistributed weight?

Two of 5 respondents said yes (OH & ID), three said no (AZ, SC & WI).

### How long will your new facilities plan take you into the future?

- We have a 10 year master plan for the state capitol mall. It is a working document and subject to changing priorities and need. (AZ)
- 25 years (OH)
- We operate on a rolling five year facilities needs planning system. (ID)
- 20 years (WI)

### Do you use flexible floor plans?

Three respondents said yes, one no (WI)

**Do you use hoteling?** One respondent said yes (WI)

### What process do you use to identify space needs?

- For general planning, we base space needs on our average of 220 sf./employee. (AZ)
- Survey staff, architect consultants, engineers, office suppliers (OH)
- Agencies submit five year plans annually which describe their vision of their organization and consequent needs for the next five years. By exception, agencies submit new requirements if/when they occur unexpectedly. (ID)
- We've gone to open floor plans, so we just count staff. We're making everyone fit into a generic layout to save money. (WI)

### How do you enforce space standards?

- The Department of Admin manages most of the state office space at the capitol and is responsible for programming and construction. (AZ)
  - In the space we manage (government owned) we require adherence to published standards. (Waivers/exceptions may be submitted and evaluated on a case by case basis). For leased space, we monitor the development of the RFP and require the same adherence to state standards as the space requirements are developed. (ID)
  - Space designers build cubicles in only 3 sizes; staff job descriptions sort of dictate which size you get. (WI)
- We don't. The state has 'guidelines' for SF standards, but they are advisory. Once a building is approved through the capital budgeting process, the architect and agencies pretty much have control. We (the planners) are currently recommending that standards be established, possibly along the federal GSA standards. Tom McMurray, South Carolina Construction & Planning

*We've gone to open floor plans, so we just count staff!*

### Is your state considering the effect of electronic document storage and telecommuting on future space needs?

- Yes, as well as high density storage solutions. (AZ)
- To the extent possible in a quickly changing technical environment. The rolling five year plan allows such potential changes to be identified early and grown as part of an annually changing plan. We recognize that electronic storage may greatly reduce space requirements in the future and that telecommuting may greatly affect the amount of office space required. (ID)
- Yes (WI) ♦

## Space Management Planning

### What can EDM do for YOU?

by Laurel Laframboise

Vermont Agency of Transportation

You've heard it before: the paperless office was to be ushered in with the computer age. Yet today we use more paper than ever, and that paper takes up valuable floor space in offices and document storage facilities. Most of us have electronic files and paper files for the same projects, and wonder every day which e-mails are worth printing out and saving.

The paperless office may soon be a reality in state government, thanks to electronic document management (EDM) software and improved scanning technology. EDM will replace our paper-based procedures with electronic procedures, resulting in the improved efficiencies and added customer services that have caused wide-spread adoption of EDM among the corporate sector (online banking, anyone?)

The State of Vermont is beginning to take EDM seriously.

- VTrans has already scanned, indexed and made available on the intranet all highway/facility project plans and surveys, in addition to many other documents essential for doing regular business. We are currently using EDM (OnBase by Hyland Software) to organize our files and procedures.
- The Agency of Natural Resources is beginning to transfer some permitting processes to towns, and has received federal funding to put the necessary public records online.
- The Buildings and General Services Department is taking a second look at the planned expansion of the central files storage facility. Even if additional storage is still needed, it may be unheated.
- The State of Vermont is seeking to reduce its contribution to greenhouse gas emissions by reducing energy use in its building and transportation sectors. When office workers can access the information they need online, work can go to where the worker lives, thus reducing energy in both sectors. Use of Hoteling (explained at right), increased telecommuting and/or decentralized general office buildings may be in Vermont's immediate future! ♦

### Space Reduction Management for the 21st Century Office

by Art Goes, President

Professional Resource Management, Inc.

Your budget has been cut. You're under pressure to find areas where costs can be reduced. Take a look around your facility. How many offices and desks are empty on any particular day? Ten Percent? Twenty Percent? Fifty Percent?

In general, it depends on the type of activity within your facilities. Traveling auditors are almost always gone; same with sales reps and anyone who works from home. Even full time workers are out sick, or on vacation or business travel from time to time. Just twenty five days a year equates to ten percent vacancy.

Ok, there are vacancies. Now what? By pooling and then sharing your offices and desk space you can reduce floor space, furniture expense, voice and data equipment expense, and maintain the same level of service to your customers. In some departments it's easy to save half of the floor space, in others the savings may be less, maybe only ten percent. "Hoteling" is the name that describes this practice. Employees occupy a desk or an office for a period of time, then someone else uses it, perhaps the next day. Each space is equipped for the guest with a chair, maybe a PC, and other supplies. The guest brings his briefcase, laptop and other personal items. Via Hoteling software, employees (guests) select their own desks, while you keep a close eye on occupancy, the percentage of 'rooms' or desks rented over a particular time period. The same software can be used to keep track of conference rooms, meeting areas, or other spaces.

Here's a real life illustration (names have been changed to protect the innocent!) Company "Alpha" had several large offices in suburban buildings near big cities. Some had the leases expiring in a few months.

At site number one the lease expired in four months. They adopted the concept of shared office space (hoteling), projected their reduced space requirements, reviewed the real estate market and ultimately struck a deal with the current landlord. Downsizing from four floors to three, "Alpha" saved 25 percent or about \$500,000 per year.

At site number two business was booming. Local management at first wanted to increase the size of the rental space by 20 percent for future growth. After a careful study of hoteling, they adopted the approach, enabling an expansion of personnel without an increase in rental space. This time it wasn't a cost reduction; instead an increase was avoided. Not only rent but janitorial and utilities were saved. Rental rates vary remarkably by city. Using \$36.00 per year per square foot, a ten thousand square foot reduction would save \$360,000/year.

In the third city "Alpha" had leased a single floor and found themselves with nine additional years to run on the lease. Due to market conditions some downsizing was necessary. They combined that with introducing hoteling and were able to project their needs to be a majority of the floor, but not the whole thing. Putting up a full wall and pulling the furniture and cable out of forty percent of the floor allowed them to market a very attractive sub-let space. All the money paid by the sub-letting firm was a cost reduction to "Alpha", minus the cost of the wall and clearing the space.

By sharing work spaces, tracking occupancy, carefully projecting capacity and taking good care of users, facilities costs can be controlled and reduced significantly through the concept of Business Hoteling. PRM provides Desk/Flex® software which handles reservations and tracks occupancy for office hoteling operations, P: 847-359-3990. ♦

## Disaster/Security Planning

### DISASTER/SECURITY PLANNING SURVEY RESULTS:

#### How do you get feedback from upper management on draft disaster/security plan documents?

- Regular meetings (OH)
- Submit them for review, highlighting areas which require upper level management buy-in. If said plans are in route to a higher authority, they generally get a good look at an intermediate level first. (ID)

#### How do you get upper management and employees to take disaster/security planning seriously, and set long-range goals for facility improvements?

- One has to be diligent and must repeat training on a regular basis. Employees will complain no matter what. (OH)
- As we saw after 9/11, when something happens it's easy to get people interested. After time passes, that sense of urgency wanes - as we've seen throughout the country in the past two years. Disaster/security improvements compete for dollars like everything else and as the sense of urgency in that arena fades, so does the ability to get support for such goals. (ID)

#### How do you plan evacuation and areas of rescue assistance for people with disabilities?

- With fire departments (OH)
- Assisting the disabled is an integral part of any emergency/disaster plan and is specifically addressed by each entity responsible for the plan. (ID)

#### How do you plan for earthquake and fire disasters in existing buildings?

- With Fire departments (OH)
- Development, dissemination and exercise of fire and evacuation plans and their adaptation to other types of disaster are a responsibility of every agency. (ID)

#### How do you deal with pricing, subcontracting, temporary labor costs, equipment rental costs (especially on long term rentals) given the applicability of FEMA pricing regulations?

- Allotment in the annual budget (OH)
- No different from regular contracting processes, except when declared an emergency to allow contracting without advertising for proposals. (ID) ♦

### TAKING DISASTER PLANNING SERIOUSLY

*Excerpt from Risk Analysis for Extreme Events: Economic Incentives for Reducing Future Losses*

#### Improving the Decision Process

Given how people make protective decisions and deviate from normative models, how can one improve the [disaster planning] choice process? Some combination of the following options may be helpful in this regard:

#### *Present Probabilities Using Concrete Comparisons*

People have great difficulty evaluating low-probability risks, but they do a better job when these risks are presented in concrete form. They might not know what a one-in ten-thousand risk means, but they can better interpret the figure when it is compared to the risk of an automobile accident. People need to see these decisions in the contexts of risks that they understand. Research indicates that comparisons of risks are much more effective in helping decision makers assess the risk than translating the risks into dollar values of insurance premiums.

#### *Avoid Microscopic Numbers*

People also are willing to pay considerably more to reduce the risk of some adverse events if the likelihood is depicted as a ratio rather than a very tiny probability. For example, saying that the risk of an event occurring when one is protected is half of what it is when one is not protected elicits a far stronger reaction than saying the risk is reduced from .000006 without protection to .000003 with protection. Similarly, people are more willing to wear seatbelts if they are told they have a .33 chance of an accident over a 50-year lifetime of driving rather than a .00001 chance each trip. Adjusting the time frame also can affect risk perceptions. For example, if a firm is considering earthquake protection over the 25-year life of its plant, managers are far more likely to take the risk seriously if they are told the chance of an earthquake is 1 in 5 during the entire period rather than 1 in 100 in any given year. Studies have shown that even just rescaling the single-year risk and presenting it as 10 in 1,000 or 100 in 10,000 instead of 1 in 100 makes people more likely to pay attention to the event. Most people feel that small numbers can be easily dismissed, while large numbers get their attention.

For more information:

<http://www.bfrl.nist.gov/oea/publications/gcrs/04871.pdf> ♦

## Disaster Planning in Nebraska

by Jim McGee  
Nebraska Department of Roads

In 2003, a series of Presidential directives was established to strengthen the preparedness of the United States to prevent, respond, and recover from threatened or actual domestic terrorist attacks, major disasters, and other emergencies. The Governor of Nebraska and the Nebraska Department of Roads' (NDOR) Director moved quickly following the release of the Presidential directives and took the necessary steps to initiate the State of Nebraska's and the Nebraska Department of Roads' Homeland Security planning efforts.

Homeland Security team members have participated in an increasingly complex training process referred to as a *continuum of exercises*. The continuum begins with simple discussion-based training and gets increasingly complex with subsequent training drills, limited exercises, and full-scale exercises. The most complex exercises are known as full-scale functional exercises. Training objectives are designed to reflect the utility of plans, procedures, and internal systems that are operationally central to critical responses and shorten their duration and overall impact. Other objectives include familiarizing team members with the State of Nebraska Emergency Operations Plan, examination of the Department's ability to manage and prioritize a disaster situation using a central emergency operations system and establishing communication protocols between command posts and incident commanders.

On September 21-23, 2004, about 100 NDOR employees participated in a Homeland Security exercise that was designed by planners to simulate a natural disaster. The simulation was intended to mimic a response to a multi-agency, multi-jurisdictional event. Nebraska Game and Parks and the Federal Highway Administration also participated. The \$260,000 exercise was sponsored by the Nebraska Emergency Management Agency as part of Nebraska's Homeland Security Program. The funds originated in the Office of Domestic Preparedness in Washington, D.C. The Nebraska Game and Parks Commission participated in the exercise that required them to actually perform responses that tested emergency plans and procedures. The participation of other state agencies was simulated.

District-to-District mutual aid was among the processes tested during the September exercise; as well as an organizational structure used during disasters known as *Incident Command Structure (ICF)*. Among other things, ICF defines the Department's responsibilities as a secondary responder that provides support services during events spawned by chemical, biological, radiological, nuclear, or explosive materials.

NDOR was a key participant in a November 4, 2004 statewide disaster exercise that resulted in a statewide, multi-agency response, including the activation of the State Emergency Operations Center in Lincoln and NDOR District Operations Centers across the state. The exercise followed a lengthy planning cycle during which NDOR Homeland Security Team members worked with other state agencies to develop a realistic disaster scenario that would mimic a real disaster situation requiring a complex, multi-agency response.

Exercise evaluation was conducted the day following the exercise with the goal of planning next year's exercise. A functional group analysis identified areas of success and opportunities for improvement; and a discussion of consequences followed, asking participants, "How did this make your job easier or more difficult? What was the root cause of the opportunity for improvement?" Likewise, recommendations were developed identifying roles, responsibilities, and action items. An After Action Report will be developed and an Improvement Plan will follow.

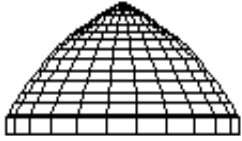
The NDOR Homeland Security progressive exercise plan includes seminars, workshops, tabletop exercises, drills, and full-scale exercises and, ultimately, will include many more NDOR staff than the 200 or so who have received training. With training increasing in complexity over time in a building block approach, training will be expanded to include disaster scenarios with multiple dimensions. ♦



### 2005 Innovations Awards

Submit your state's program for NASFA's 2005 Innovations Awards. The NASFA Innovations Award recognizes outstanding achievement by a state facility organization in establishing an innovative new program or improving an existing program. The program is intended to enhance efficiency and effectiveness in state government. An award is presented to one program each year, while three other programs receive honorable mention. The 2005 award winners are presented with a plaque, and one representative from the overall winner program will be reimbursed for travel, accommodations and one state registration. Applications must be received by February 18, 2005. For more information and to apply visit [www.nasfa.net](http://www.nasfa.net)

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### Physical Planning Technologies (PPT)

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# ASSOCIATION NEWS

## Joint 2005 National Conference

The National Association of State Facilities Administrators (NASFA) and the National Association of State Chief Administrators (NASCA) will hold a joint conference and resource expo at the Ritz Carlton Hotel in Phoenix, Arizona on June 25-29, 2005. The conference will offer joint association sessions, as well as, association specific sessions. The sessions will facilitate dialogue about ways to provide improved general facility management and state's administration and general services. In addition, there will be special sessions for the department of transportation, real estate, natural resources and capitol restoration and preservation professionals. Make your hotel reservations today by calling 1-800-241-3333 and ask for the conference rate of \$109 plus tax. The conference rate is available from Monday, June 20 through Saturday, July 1, so plan to come early and stay late. More information will be available soon on the Web.

Congratulations to **John Schauwecker** (Alaska) and his wife who are the proud parents of twins. Derek John and Mariah Jean (photo below). They were born on October 9, 2004 at 1:22 p.m. and 1:24 p.m. respectively. Derek was 6 pounds, 1 ounce and Mariah was 5 pounds and 2 ounces.



Top to bottom:  
The Schauwecker Twins: Mariah Jean & Derek John

*NASFA's mission is to provide leadership in the development and implementation of state facility administration practices.*

Formed in 1987, NASFA brings together state officials involved in the planning, development, operations and maintenance of state facilities. Any state and our international neighboring states/provinces are eligible for membership. A prominent benefit of NASFA membership is that the membership is vested in the state, rather than an individual, and therefore all personnel involved in facilities administration and management may participate in the association. The membership dues can be split among several agencies, which lower the expense for each agency. NASFA also welcomes corporate, municipal, and other governmental unit memberships from organizations who work regularly with state administrators. Together, members share their knowledge and expertise to improve practices in governmental facilities administration.



*"To provide & protect public assets"*

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