



## 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

This is the second issue of the newly re-structured quarterly newsletter. The focus has changed from general information to association-related information. The NASFA e-news you receive every week will carry more industry-related news.

Similar to the previous issue, the state member information section includes results from our recent *Blackout Blues* survey. The survey addresses states' preparedness for future potential blackouts. For those of you who participated in the survey, we hope you found the survey tool user friendly.

As promised the focus section will address the power of networking. Included is an article describing NASFA's first solo Webinar entitled "Creating Your Own State Facilities Organization". Some of the best networking takes place through our listserv. In this issue we've provided several listserv results from previous inquiries. To view other listserv results, click on the Resources option located on NASFA Web site at [www.nasfa.net](http://www.nasfa.net).

NASFA's networking expands beyond its members. Read more about one of NASFA's liaisons with other associations; "NASFA works with AGC to find the Best Value."

As usual, we want to hear from you, so please send your comments and suggestions to [nasfa@nasfa.net](mailto:nasfa@nasfa.net) or call 859-244-8181.

Spring 2004

## Message from the President



Selby Lucero  
New Mexico  
NASFA President

It's hard to believe, that this year has gone by so quickly. I am honored for the opportunity to represent all NASFA members as your President. I thank all Committee Chairs for their hard work and all the members who have played a part in the success of NASFA. Benjamin Franklin once said: "Well done is better than well said." I truly believe that each committee has done well. Of course, many thanks must also be given to Marcia Stone, our Organization Manager, who is truly the person that drives NASFA's engine.

I look forward to seeing as many of you as possible at this year's conference and resource expo in Norfolk, Virginia. The fine people of Virginia have done a great job preparing for this event. The topics at the conference will be very pertinent and useful to each of us in our day-to-day responsibilities back in our home states. This year's theme, **Sail for Success**, is quite appropriate. The learning and networking that is available to you during the conference will allow you to "sail for success".

State budget concerns have been a major discussion point over the year. Each of us is being asked to find better ways of doing things. Nothing should be held sacred on the way to improvement! As facilities managers we all face challenges on a daily basis. This makes our jobs interesting, challenging and also fun and unique. With that said, an organization such as NASFA becomes more critical to our endeavors. I have often said, "use NASFA as a tool." NASFA is a wonderful tool, but you have to use it. It should not be al-

lowed to sit in the box, unopened and unused. I continue to find ideas that assist me on a daily basis, talking to members, using the List-serve and attending the conferences. This provides each state and corporate affiliate added value for the cost of your membership.

One of the areas I am most proud of is the completion of a strategic plan for NASFA. Many hours of thought, discussion, drafting and finalization have gone into our strategic plan with the intent of providing us all with a long-term framework to achieve newer heights.

I hope to stay involved with the organization to the greatest extent possible, for I feel that NASFA is worthwhile to our state facilities operators, capital planners, design and construction members and real estate management individuals. As I sign off as President, I ask that the entire membership take time to welcome Cliff Steger, Tennessee, as the new President, and to support him as you have supported me.

### East Regional Vice President



Laurel LaFramboise, Vermont  
Current member states:  
Vermont, Maine, New York,  
Pennsylvania, Ohio, Massa-  
chusetts, and Connecticut.

### Southeast Regional Vice President



Daniel Elijah, Georgia  
Current member states: Ala-  
bama, Arkansas, Florida,  
Georgia, Kentucky, Louisiana,  
Mississippi, North Carolina,  
South Carolina, Tennessee,  
and Virginia.

### West Regional Vice President



Bob Bippert, Washington  
Current member states: Alaska,  
Arizona, Idaho, Montana, Ne-  
vada, New Mexico, Oregon,  
Utah, Washington, and  
Wyoming.

### Great Plains Regional Vice President

Vacant, Current member  
states: Illinois, Iowa, Kansas,  
Michigan, Minnesota, Missouri,  
Nebraska, North Dakota, and  
Wisconsin.

## Don't Sing the Blackout Blues!!

NASFA Communications Committee, with the help of Marcia Stone (who found the wonderful survey tool we used), recently asked members to fill out a simple survey. With last summer's eastern region blackout and the west coast's continuing problems with electrical reliability, we thought members would like to know where other states are in preparation for power outages. Below are the results of the survey. Many thanks to the members who took a few minutes to fill it out! If you have suggestions for other surveys, please contact Marcia Stone at 859-244-8181 or at [mstone@csg.org](mailto:mstone@csg.org).

**Has your organization performed an emergency power needs assessment?** Of 41 responses, 24 respondents answered "yes" and 17 respondents answered "no".

**What percentage (approximate) of your identified critical facilities are NOT supplied with backup power?**

**5% or less:** 19 respondents

**10-40%:** 13 respondents

**50-80%:** 7 respondents

**80-90%:** 2 respondents

**90-100%:** 0 respondents

**Do you test your emergency power procedures regularly?**

Only three of the 41 respondents indicated they do not test their systems regularly.

**Do you need additional funding for emergency power updates?**

Five of the 41 respondents indicated they do not need additional funding.

**Additional comments:**

**Gary Jackson, Georgia:** Our primary concern is with our mental health hospitals and public health laboratories (8 each). Most of our facilities have stand alone generators at each building location, providing anywhere from 30% to 100% load capacity. Two of our smaller hospitals have installed large 1000KW generators at a single location to provide 100% backup for the entire facility. Over the years we request at least one new generator through the capital outlay process to either replace older models or to increase load capacity at the facility location. We run the generators once a week under no load conditions and once a month for 30 minutes under load conditions. A log is kept for every time the generators are run and they are on the preventative maintenance schedule as

well. We also work with our Georgia Underground Storage Tank Authority to inspect all safety systems concerning the fuel tanks either under or above ground to ensure we do not have leakage. The detector/monitoring system is linked via phone line to a Web site by which each agency can monitor facilities for alarms.

**Jim Brooke, Kansas:** With dual transmission from a single utility we have reliable commercial power. Only our data centers and life safety systems are perceived to require UPS and/or generator backup. If the commercial power fails, thousands of people go home.

**Cliff Steger, Tennessee :** My office is not a principle for the operation and maintenance of facilities. We are, however, responsible for the repair or replacement of major systems within centralized facilities in state government, which includes all agencies

except higher education and transportation. From my perspective most essential buildings are equipped with backup power requirements for short term durations but not to supply required heat and air for normal operations for any extended time. For that matter, during severe weather conditions it would be totally unsatisfactory as a backup power source.

*"If the  
commercial  
power fails,  
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people go  
home."*

**Laurel LaFramboise, Vermont:** All of Vermont's Agency of Transportation main garages have generators capable of running the main systems: lights, doors, fuel pumps, communications equipment. A few have 100% backup power. Some of our airports have generators for main systems as well. Our headquarters office space is leased, and has short-term 100% backup power.

**Ricy Jones, Utah:** The State of Utah has developed a state-wide contingency plan for providing conditioned space for the purpose of re-locating state essential services in the event of a disaster. Three trailer-mounted 1100 Kw generators have been purchased; (these generators have the capacity of operating a 250,000 square foot building at 100 percent load). Three strategically located buildings have been equipped with hardware capable of quickly connecting any

*Continued on page 3*

### Blackout Blues Continued

one of the three generators to their power system. Two of the generators are being maintained at the Draper National Guard Headquarters and one is being maintained at the UDOT Headquarters in Taylorsville. As funds are available, additional critical buildings will be wired to accept the generators. In this case, regardless of the geographical location of the emergency, key buildings can remain functional and vital public services can continue. Buildings can be prepared for the generator hook-ups at a cost of \$50,000 per facility.

One of the major concerns with purchasing generators of this size is if they will be used enough to justify their cost. To find the answer to this question we performed a cost benefit analysis on the National Guard (Draper) location which had a history of power brown-outs. The Draper complex employs federal technicians, active guard/reserve, and state employees. These three entities total a work force of 393 personnel with an average salary per pay area per hour is as follows:

State Employees \$1,408  
Federal Technicians \$3,883  
Active Guard Reserve \$2,774

The total average hourly salary is \$8,065 dollars which means that for every hour the building is without power we lose that amount in wages and productivity. The recorded time the Draper complex was without power over a two year period was 11.6 hours, resulting in a loss of \$93,559.93. The cost of purchasing a 480 3 Phase 60 Hertz, 1000 Kw generator, complete with trailer, 3,000 gallon fuel tank, main breaker, wire, and accessories was \$127,400. Based on our findings it made good sense to move forward with the purchase.

By preparing buildings to accept emergency energy sources today, the State not only prepares for power interruptions caused by utility grid overloads, but also provides the flexibility to ensure that public services can continue regardless of the type of emergency that may arise.

A special thanks to those that participated in this survey and we encourage everyone to participate in future surveys.

### NASFA State Member News

**David Anderson**, was appointed the Director of Mississippi's Bureau of Building, Grounds and Real Property Management this past March of 2004. David replaced Don McCrackin. Please send your congratulations to [andersd@dfa.state.mn.us](mailto:andersd@dfa.state.mn.us) or call him at 601-359-3898.

**Steve Flodin**, with Alaska's Department of Transportation, retired April 30. *"I am going back commercial fishing. Very hard work but very satisfying. I have my own little boat (32') that I go out with a net (900') and catch salmon. I also have a quota for halibut and set out miles of line on the bottom with baited hooks every 10 feet. Yes, the weather does get nasty sometimes but I try to be careful. Not many people would like to do this in their retirement years. I have a number of friends out there that I try to stay in radio contact with."*

**Joe McKee**, Facilities Management Manager with Wyoming's Division of Facilities Management retired June 2, 2004. On March 1st of this year, Joe completed his 35th year with the State of Wyoming. Joe mentioned, "NASFA and NASFA members have been a very important part of my life for a long time. I will never forget those folks. They have helped me over the past several years and for that I am truly grateful."

**Anita Murrell** was appointed the Director of Arkansas' Building Authority in November of 2003 and replaced Robert Laman. Please welcome Anita by contacting her at 501-682-5558 or at [amurrell@aba.state.ar.us](mailto:amurrell@aba.state.ar.us).

**Ronald James Scheffler**, 58, of Topeka, Kansas died Thursday, April 1, 2004, at Wesley Medical Center in Wichita. Before retiring in December of 2003, Ron had been an active member of NASFA and the Great Plains Association of State Architects, Engineers, and Administrators.

### New NASFA Staff

Please welcome Andrea O'Leary, NASFA's new administrative assistant. Andrea joined the NASFA staff on May 3 and hit the ground running, working on the upcoming conference and preparing for the upcoming fiscal year. Andrea will split her time between NASFA and the National Association of State Personnel Executives (NASPE). In a previous position, she coordinated the development and organization of the opening of an ambulatory surgical center. Andrea also has experience as an office manager for an attorney with varied business interest. To welcome Andrea to NASFA feel free to call her at 859-244-8121 or at [aoleary@csg.org](mailto:aoleary@csg.org).



## INTRA-STATE NETWORKING WEBINAR

On March 26, NASFA hosted a webinar on "How to create your own state facilities organization". Previous Webinars have been cosponsored with other organizations, while this was NASFA's first self-sponsored Webinar.

Webinars are becoming a hot new venue for providing interactive information in a cost and time-effective manner. Basically a teleconference with visuals provided over the internet, Webinars provide conference-level presentations and Q&A sessions without travel time and expenses. Upon request, sessions can be recorded for viewing at another time, and more advanced hosting systems offer polling, hand raising, and many other amenities that improve the interactive format.

Webinar costs depend on the hosting system. Many private companies subscribe to services such as WebEx (webex.com) that offer all the bells and whistles. On the low end of the scale, Microsoft's NetMeeting can be used for the cost of a regular conference call. NASFA used services through The Council of State Governments. A benefit of Webinars is the one low-price for any number of people in one location, such as a conference room.

*"I appreciate the opportunity to participate in discussions with counterparts in other states without having to travel"*

Like many new technologies, learning new systems and processes can be a learning experience. NASFA's session included two speakers, Alaska's Steve Flodin and Georgia's Kimball Peed. Each speaker discussed how and why their states' created their own associations. Each association began for different reasons and operates differently throughout the year. Those members that participated gained valuable information on how they too can create their own state association. At each site, there were a number of participants, which allowed them the opportunity to begin planning for their own association following the Webinar. Below are some of their comments about the Webinar:

*"I thought that the content was informative and stimulating. The delivery mechanism was great! I appreciate the opportunity to participate in discussions with counterparts in other states without having to travel." Hope Davis, Massachusetts*

*"Our staff seemed impressed with the Webinar process. Being able to hook up people from all corners of the continent and "feeling like your part of the meeting" offers lot's of potential. In regards to the content, I think that the most value of this presentation was just making folks aware of the idea of intra-state networking and what can be achieved through that process. I suppose that most State organizations do this somewhat naturally, but an intentional organizing of the process can make it such a more powerful tool." Jim Dixey, Tennessee*

*"The format and content were very well presented, given the possibilities of the who, what, and why, these changes sometimes must take place and how to approach these possibilities with sensitivity. I was wondering in all this where the budget issues come in, within our departments and divisions. I would like to hear more on how the distribution of funds within departments affects the starting of this type of organization." Sally Blondo, Vermont*

## The Power of the Listserv

Many of you have seen requests for information and assistance from your fellow members via the NASFA listserv (state\_facilities@nasfa.net). This system of networking is just another added value to your membership. When you receive a request, we hope everyone takes a moment to either reply or forward the request to someone who can better answer the inquiry.

Today, the information collected may not be relevant to you and your state, but in the future that information could be invaluable. Therefore, it's important that everyone participate as much as possible. Each person that sends out a request on the listserv is asked to submit the results to the NASFA staff, so that information can be shared with other members. To see listserv results, click on the Resources option on the Web site and then click on the Document Library.

The Document Library includes listserv results and electronic documents members have provided. In order to maintain the quality of the library, we are asking members to submit electronic documents and/or Web links for information that will be useful to other facilities professionals. Below are a few synopsis from listserv requests:

**The State of Michigan asked for information on how states' control their inventory. Particularly, how they use Supply Chain Management in regards to controlling the inventory for Facility Maintenance?** Michigan's Chad Schafer provided the following summary of responses: Some of the responses went into more departments than others while one in particular said they were having the same problems as us and wanted to know if we did find a solution if we would share it with them. The NASFA responses gave us a couple of ideas as to how other facilities have set up their maintenance inventory and their process. Also, the responses that we were able to get led us to talk about combining a few situations and see how that would work.

*Continued on page 5.*

### Sign up for one or more of NASFA's Listservs!

If you would like to participate on one or more of the listservs available to state and corporate affiliate members, complete the online form at [www.nasfa.net](http://www.nasfa.net). Sign up for the general listserv and/or one or more of the topic listservs. The topic listservs are for individuals interested in a specific area such as architecture/engineering, operations/maintenance, transportation, real estate, transportation, etc. The general and topic listservs are open to all members, while the regional listservs are only available to the state members in that region.

### Listserv continued

**The State of Tennessee requested information on the challenges other states' have experienced with mental health facilities and if any recent updates to their mental health master plan have been made. Did their state go through a recent strategic plan update of their mental health facilities? If yes, did they have experience with a mental health facilities planning consultant that they would recommend?**

Tennessee's Cliff Steger summarized the results: We simply wanted to know what was being done to address our aging mental health facilities. Most of our older facilities were built in the first half of the 20<sup>th</sup> Century to accommodate a population of about 1000 people. Today these facilities have out lived their useful life expectancy from a physical plant standpoint as well as the direction the mental health and developmental disabilities community is headed. We think the trend is to down-size mental health facilities to a maximum of about 300-bed units. A questionnaire was sent out to confirm our perceptions and also determine what expertise was available to guide us in our master planning efforts. The questionnaire was based on the inquiry. The results of the inquiry showed that most states are faced with similar issues. Few have taken any action. A couple have started the process and made some improvements. Where steps have been taken, their actions appear to mirror the thinking of the downsizing approach, and there appears to be a sizable community of mental health design professionals available to assist with master planning needs.

**Arkansas studied the rising steel prices issue and were considering allowing payments on raw materials. They also looked at paying for the storage of materials out of state. They asked how other states were handling the rise steel prices?** Arkansas' Leo Munford worked with his department (Arkansas Building Authority), the Associated General Contractors (AGC) and the American Institute of Architects (AIA) to discover that if Arkansas would allow paying for material stored out of state and reducing the time the owners have to accept the bids, the contractors felt that would reduce the fudge factor in their bids. Prices are still difficult and in some cases impossible to hold. Munford mentioned that his agency had to reduce the time to consider a bid from 30 to 15 days. According to Munford, "time will tell if this has made any difference. Please know that I appreciate the time and effort everyone put into replying to my request. I received 21 responses to the question on steel costs driving up construction costs." The results of this inquiry are available in a spreadsheet on the Web site.

Additional inquiries and results are available on the Web site including **Wisconsin's survey of state building program fees** and **Michigan's contractor debarment survey**.

The next time you receive a request for information from a fellow member, please take a moment to assist them. The information collected could be essential to you sometime in the future.

## NASFA works with AGC to find the BEST VALUE

By Michael Kenig, Holder Construction

As a follow-up to their previous successful joint effort, "CM/GC Guidelines for Public Owners", NASFA and the Associated General Contractors of America (AGC) have begun developing their next new publication, "Best Practices for Best Value Procurements". Through our new Industry Liaison Committee, our relationship with AGC continues to be one of our most active liaisons.

Do you currently have the *ability* to use alternative project delivery/procurement methods? Is a "best value selection" one of your *options*? Do you have a process that helps you determine *when* you should use best value procurement? Do you know *how* to implement a best value selection process? The answer to all of these questions along with suggested best practices will be included in this new publication.

What is best value? As you might guess, the answer to this question varies considerably. For purposes of this new publication, we have defined a "Best Value Procurement" as a type of selection where:

- The final selection of the Contractor is based on criteria other than a low bid for the total construction costs. ("Other" criteria can include factors such as past performance, qualifications of the team, proven ability to meet the schedule, etc.).
- The Total Construction Costs is a criteria for final contractor selection and is weighted between zero and one hundred percent.

Even though a best value selection can be used with separate design and construction OR with design-build (design and construction combined), the current planned focus of the publication is on best value procurements when the design and construction are separate and not a design-build delivery approach.

In addition to suggested best practices, the group hopes to offer a set of generic step-by-step guidelines for implementing best value selection, including sample forms, contracts and selection procedures.

This Best Value effort is still in the early stages. If your State has experience with Best Value procurements and are interested in participating, please contact Marcia Stone.

Watch for this exciting new publication! The previous publication, "CM/GC Guidelines for Public Owners", is available for purchase (for only \$30.00 for NASFA members) on the NASFA website ([www.nasfa.net](http://www.nasfa.net)), and when available, so will the new publication, "Best Practices for Best Value Procurements". Current plans are for this document to be available in late 2004.

*Michael Kenig is Vice Chairman of Holder Construction in Atlanta. Michael is the co-chair of NASFA's Industry Liaison Committee and the chair of the Associated General Contractors Association's (AGC) Industry Liaison Committee on Project Delivery. He can be reached at [mkenig@holder.com](mailto:mkenig@holder.com) or 770-988-3260.*



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The Adams Consulting Group (ACG) is a leader in educational facilities management and engineering. Unlike larger, less specialized firms, The Adams Consulting Group brings clients an in-depth understanding of higher education, attained from more than a decade of exclusively working with colleges, universities, and other educational facilities.

Further information can be found on our website at [adams-grp.com](http://adams-grp.com) or contact Matt Adams, President, Adams Consulting, 4060 Peachtree Road Suite #D201, Atlanta, GA 30319, Phone or Fax: 888-887-9995 or via email at [info@adams-grp.com](mailto:info@adams-grp.com).



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Contact Trina Bazarte, Director of Business Development, 2233 Lake Park Dr., Smyrna, GA 30080 or at 770-437-7581, [trbaz@facilitygroup.com](mailto:trbaz@facilitygroup.com).



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### Keller O'Brien & Kaffenberger

The firm of Keller O'Brien & Kaffenberger originated in 1975. Appraisers in the firm are Michael F. Keller, MAI; Michael R. O'Brien, MAI; and Kurt J. Kaffenberger, MAI. Our work is predominately commercial real estate appraisal. Appraisals are performed for a variety of uses including mortgage financing, eminent domain, acquisition/disposition, conservation easements, litigation, etc. We are licensed in Vermont, New York and New Hamp-

shire. Clients include local and regional banks, government entities, non-profit institutions, public utility companies, law firms, businesses, individuals, etc.

For additional contact Mike Keller, President, at 802-658-1053 or at [mkknok@sover.net](mailto:mkknok@sover.net).

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year. MAXIMUS was selected by Business Week Magazine as one of the "100 Best Hot Growth Small Companies" in 1999, 2000, 2001, and 2002.

For more information contact: Shawn Sande at 3330 Oakwell Court, Suite 200 San Antonio, Texas 78218 or at 210-301-1810 or at [shawnsande@maximus.com](mailto:shawnsande@maximus.com)



## Nabholz Construction Corporation

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For more information about our construction services, contact Don Greenland, COO at [don\\_greenland@nabholz.com](mailto:don_greenland@nabholz.com) or 501-505-5800.



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## NGP Capital

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quality leases available in the commercial market today as they represent general obligations of the U.S. Federal Government.

For more information contact Alli Helminski, at 1650 Tysons Blvd., Ste. 950, McLean, VA 22102 or at 703-748-7434 or at [ahelminski@bvgroup.com](mailto:ahelminski@bvgroup.com)



[www.ngpcapital.com](http://www.ngpcapital.com)

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books, RSMeans also offers construction estimating and facilities management seminars, electronic cost databases and software, reference books, and consulting services.

For more information contact RSMeans at 63 Smiths Lane. PO Box 800 Kingston, MA 02364-9988 or at 800-334-3509 or at [www.rsmeans.com](http://www.rsmeans.com)



[www.rsmeans.com](http://www.rsmeans.com)

## VFA

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technology. VFA's suite of CPMS offerings filled a market need and replaced an error-prone, ad-hoc facilities budgeting process with a defensible, quantitative methodology for strategically managing facilities portfolios.

For more information contact David Raffin at 266 Summer St., Boston, MA 02210-1112 or at [draffin@vfa.com](mailto:draffin@vfa.com) or at 617-451-5100.



[www.vfa.com](http://www.vfa.com)

# Prepare to "Rise Above the Rest"

## Rise Above the Rest

Take full advantage of NASFA membership and be there from the beginning. Join NASFA as a state, corporate affiliate or other governmental member and start the new fiscal year above the rest!

Maximize the return on your investment by joining today and receive the following membership benefits: access to the listservs, member search capabilities, newsletters and much more. Remember the dues are vested in the organization rather than an individual, so dues can be split among departments. Sign-up for membership on the NASFA Web site.

## Get Involved Today

Strengthen your networking contacts; grow professionally and personally while contributing to the facilities industry. Get involved by joining at least one of NASFA's committees and increase your ownership and understanding of NASFA. Give a little of yourself and receive twice as much back.

Previous committee successes include a joint publication on "CM/GC Guidelines for Public Owners"; the creation of standard definitions developed with four national facilities associations; expanded liaisons with other professional organizations.

Participate in similar events and *Rise Above the Rest*, join a committee.

## Stay at the Ritz Carlton!

NASFA's 18th National Conference & Resource Expo will be held at the Ritz Carlton in Phoenix, Arizona. Hold the dates of June 25 to 29, 2005 for this event.

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.



Visit [www.nasfa.net](http://www.nasfa.net)

*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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