

# State Facilities Quarterly

*"Provide and protect public assets"*

Official Newsletter of the National Association of State Facilities Administrators  
 An organization of planning, development, operations and maintenance officials

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*Editor's note: States are facing budget issues like never before, so NASFA has dedicated the entire newsletter to the topic. The Communications Committee hopes you find this special issue informative and helpful.*

Lisa Collins, Editor

## Georgia Feels Budgetary Constraints

*By Heather Hedrick*

Public service administrators all over the United States are feeling the effects of a tightening economy. Funds and resources allocated to state agencies are continually declining, while expectations of service and productivity continue to increase.

Public facilities managers in the nation specifically felt the effects of budget constraints on public money during the last budget cycle. The Georgia Building Authority (GBA) operates more than 50 state government facilities in metro Atlanta, including the Capitol and the Governor's mansion. GBA manages 3.5 million square feet of rental space, which brings in about 75 percent of its annual revenues.

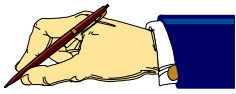
The GBA functions very similarly to a private property manager—it funds improvements from income. Throughout FY 2001, GBA generated approximately \$44 million in revenues, including monies received through rent, reimbursable maintenance, parking charges and food sales. These revenues fund the majority of GBA's maintenance projects. Any renovations or improvements to facilities that cannot be funded

through these revenues must be allocated through Capitol Outlay funds by the state legislature.

Unfortunately, a common challenge facing many state facilities administrators is that the primary function of managing public property is not necessarily appealing to voters. Elected officials do not boast to constituents about funds that were allocated to maintain the operation of a facility housing state employees. Citizens in rural Georgia are not impressed when their state representative votes to allocate funds to make improvements on 50-year-old facilities in downtown Atlanta. Consequently, during times of tightened budgeting, state facilities' needs are often overlooked for other budgetary causes that are more impressive to voters.

Another challenge that faces state facilities managers during times of tightened budgeting is additional oversight by regulatory agencies and committees. In Georgia, the Governor's Office of Planning and Budget (OPB) is charged with the responsibility of improving state government operations and services by "leading and assisting in the evaluation, development and

*(continued on page 2)*



# President's Letter

**D**oes anyone remember the movie *Groundhog Day*? It was about a guy who just kept living a couple of weeks over and over until he finally figured out how to do it right. I think most states feel the same way. We've talked about doing more for less for years, but we still seem to get hit with budget cuts.

As facilities administrators, how do we deal with these issues? Usually maintenance and capital outlay are the first heads on the budget cutter's block. Some reduction in spending is inevitable and will probably have little or no long-term consequences. But if the cuts start to get muscle and bone, then major problems will result. How do we keep the bean counters from going amuck?

The first thing you must have is documentation. Whenever you are requested to make cuts in your budget, you should be able not only to crunch the numbers, but also to show just where that crunch will put you. If you don't have the information on what the impact of cuts will be, then those will be the first cuts that will be made.

If you haven't already, begin to justify your budget. I mean by looking at the effects of various budget changes and by comparing your operation with similar operations to determine if you really are operating efficiently. There aren't any similar operations in your state? That's what NASFA is all about.

## Georgia Feels Budgetary Constraints

*(continued from front page)*

implementation of budgets, plans, programs, and policies," according to Bill Tomlinson, OPB Director. In late April 2001, Tomlinson handed down instructions to all agency heads, explaining that selected proposed expenditures must be reviewed and evaluated by OPB.

Excluding classroom teachers and law enforcement personnel, OPB required all Georgia state agencies, including GBA, to provide complete justification to fill current personnel vacancies or the enhancement of any current or future programs. OPB continued its moratorium on motor vehicle

purchases and required review of all procurements exceeding \$250,000.

Increased oversight and political popularity have proven to be formidable challenges during times of budgetary constraints for state facilities managers. Georgia is overcoming these challenges by leaning heavily on strategic planning for future budget implications. Conducting the specific process of collaborative planning can help state facilities managers overcome issues relating to budget constraints. Thorough plans for budget implications show regulatory agencies and political friends and foes alike that facilities managers have budgetary needs that cannot be overlooked. ♦

No two of us do things the same way, but we all construct, own, operate and manage buildings. Some of us do it better than others, but nobody does it perfectly. We can all learn from one another. If you haven't made use of the listservs yet, now is the perfect time.

The horrible events of September 11 had an unparalleled effect on this country. The appalling loss of life will be remembered for generations to come. Our hearts and prayers go out to all those involved in those events. But in addition to damage done to our people, damage has also been done to our economy as well. We were on the brink of a recession before all this, now we are in the middle of it.

We are seeing a resurgence in patriotism and a togetherness that's been lacking for too long. We must stand together. Take advantage of your NASFA membership. Give your colleagues in other states an opportunity to improve your operations. Be willing to help when others call you. That's what we're all about.

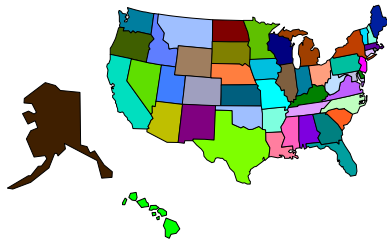
Lamar Holland (GA)  
2001-02 NASFA President



**The James H. "Sloppy" Floyd Building, better known as the Twin Towers, is managed by the GBA and houses thousands of Georgia state employees. It is located directly across from the Capitol building in Atlanta.**

**--Photo provided by Heather Hedrick**

*Heather Hedrick is the public information officer for the Georgia Building Authority and can be reached at (404) 463-0334.*



# State News

## Colorado delays projects

*Source: The Denver Post, September 26, 2001*

In the face of growing economic uncertainty, officials from the University of Colorado (CU) and other state entities have volunteered to put off or phase in projects to save money now and avoid crucial cuts elsewhere.

CU offered \$37 million in reductions and delays to campus building projects, including the new law school now in the design stage, and an engineering building, but warned that millions of dollars in private donations and gifts could be at risk if the projects are stalled for too long.

"The university regrets but understands the difficult position the state is in financially, and we want to do our part," CU President Betsy Hoffman said in a letter to Rep. Joyce Lawrence, chairwoman of the Capital Development Committee.

## Boosting Florida's economy

*Source: Tallahassee Democrat, October 9, 2001*

Secretary of Education Jim Horne asked university presidents to identify projects they could build quickly if they had money from the Legislature. He encouraged school leaders to take a look at projects--especially renovations and deferred maintenance--slated for the next two budget years to see whether they could be accelerated.

"We certainly have some projects we would love to do this year," Florida A&M University President Frederick Humphries told Horne. "If you can help us get the funds, we can identify projects we need to have done."

## Iowa restores public safety funds

*Source: The Des Moines Register, October 23, 2001*

Gov. Tom Vilsack told lawmakers to return to Des Moines November 8 for a special session aimed at restoring money to priority areas of the state budget, including agencies providing public security.

Vilsack, a Democrat, and leaders of the Republican-controlled Legislature agreed at their first planning meeting to spare the departments of public safety and defense from cuts. The two agencies, which are being asked to do more in light of last month's terrorist attacks, will have about \$3 million restored.

## Maryland cancels projects

*Source: Washington Post, October 18, 2001*

Maryland Gov. Parris N. Glendening announced \$205 million in cuts to the state budget, including a hiring freeze and cancellation of construction projects.

The governor said that since Sept. 11, the state has spent about \$6 million on increased security, including overtime for state troopers and other state workers. He said that by June 30 those costs, including tighter security measures at the State House and other state facilities, would grow as much as \$20 million more.

As far as capital projects, officials will not decide which ones will be canceled until December, when revenue forecasts used for the next fiscal year are certified.

## Massachusetts seeks funds

*Source: The Boston Globe, October 16, 2001*

With the state spending an extra \$500,000 a week on security, the Gov. Swift asked lawmakers for \$26.5 million to pay for increased security since the Sept. 11 terrorist attacks.

The administration earmarked \$12 million for the State Police, National Guard, and state Department of Fire Services; \$3.5 million to expand the number of state troopers; and \$4.2 million for new State Police cruisers. Another \$3.4 million would be used, in part, to beef up security at state buildings, including the State House.

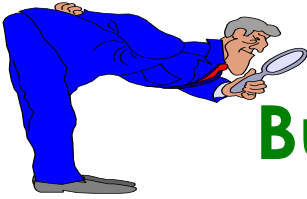
## Tennessee closes state parks

*Source: The Tennessean, October 17, 2001*

Environmentalists say closings and cutbacks at state parks could cost Tennessee millions of dollars in tourism revenue.

At issue are eight mostly rural parks closed September 4, four parks scheduled for closing November 30, partial closings at two resort parks and cutbacks so the state's 47 other parks would operate five days a week instead of seven.

Gov. Don Sundquist announced the changes as part of \$110 million in state program cuts mandated by the \$19.6 billion budget the legislature passed in August.



# The Focus Continues: Budgets, Budgets, Budgets

## California Saves Energy and Money

By Steve Alston

**T**his past summer California routinely faced the threat of energy shortages and extended rolling blackouts. The California Department of Transportation (Caltrans) implemented aggressive energy conservation measures that contributed, at least in part, to significant energy savings and the avoidance of blackouts. Caltrans is currently in the implementation phase of 24 energy conservation projects with a combined potential savings exceeding 36,000 Kilowatts daily.

In support of Gov. Gray Davis' executive order to conserve energy, Caltrans purchased 32 voltage reduction units that have been or are being installed in the lighting circuits of 16 different buildings across the state. These units are part of Caltrans' lighting management that reduces energy consumption by 15-25 percent. Lighting systems controlled by this technology operate at a reduced voltage and, therefore, at a reduced temperature extending the service life and reducing heat load on building air conditioning systems.

Caltrans also accelerated its Light Emitting Diode (LED) Traffic Signal program. The LED signals are 92 percent more energy efficient and have a life expectancy more than six times longer than the signal fixture it replaces. Along with the LED program, Caltrans is installing LED signal intersection battery backup systems (BBS). The LED

intersection retrofit allows the BBS system cost to drop from approximately \$60,000 per intersection down to nearly \$5,000. BBS installation upgrades the level of service at the intersection by virtually eliminating downed signals due to power outages. The BBS provides back up power to the signals for more than ten hours.

Caltrans is implementing a statewide-integrated energy conservation and load management system that allows it to optimize statewide energy consumption. Once fully implemented, this new system will enable most major facilities' utilities to be managed from a remote computer terminal. This new energy management system will establish rapid communication links for information on electricity system conditions and prices and provide the facility managers with electronic access to real time data on the facilities' electricity consumption.

Caltrans has clearly demonstrated its leadership in energy conservation efforts this year with record-level energy savings that have resulted in a reduction of nearly 21 percent when compared to the same period last year. Caltrans' success is due to the innovation, commitment and cooperation of its employees, partners and customers. ♦

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## Earthquake Repairs Continue in Washington Despite Economy

By Bob MacKenzie

**I**t's been more than eight months since a 6.8 magnitude earthquake rocked the Puget Sound and Washington's Capitol Campus. Many worry that damaged buildings are not being repaired in a timely way and that getting back to "normal" is a long way off.

"It's taking a lot longer than I ever would have expected," says Paul Szumlanski, the state's Earthquake Repair Program Manager. "But, we're working hard to resolve vexing procedural and engineering issues that may have seemed impossible just a few weeks ago."



**Hundreds of work stations were affected by the 6.8 trembler. Miraculously no one was injured. -Photo by Bob MacKenzie**

Szumlanski recently accepted the job after General Administration

(GA) continued to run into repair delays in its dealings with the Federal Emergency Management Agency (FEMA). Charged with consolidating hundreds of repair requests from tenants and eking the most disaster relief funds authorities following the quake, Szumlanski has thrown “everything I’ve got” into the fray. He has taken a six-month leave from his normal duties as a deputy assistant director in GA’s Division of Engineering and Architectural Services.

The evidence of the trembler can be seen by simply entering the state’s General Administration building. Cracks of various lengths and widths line the stairwells, office walls and hallways, many of them floor-to-ceiling. Some have been “touched-up” by tongue-in-cheek employees, adding faces to classic stress fractures or otherwise brightening up a soon-to-be painted wall.

Yet, every crack and deep chip serve as daily reminders to the state employees of February 28<sup>th</sup> and briefly rekindles the fear during the quake and the anxiety felt in the days immediately following. Nearly every building on the Capitol Campus tells a similar story — lots of visible damage, but in buildings certified by experts as “structurally sound.”

Szumlanski’s task is to work with FEMA and to properly justify the state’s requests for payment and/or reimbursement so work can begin. It’s not an easy process. First, FEMA personnel complete a damage assessment of all affected buildings. GA must then review the assessment to ensure that all has been verified and is covered by FEMA’s inspections. Next, GA must negotiate the costs of repairs and receive FEMA’s approval for the repair projects. Once the approval is obtained, GA can begin

hiring designers and construction can get underway. Of the 35 identified projects, only three have been approved to date. Szumlanski expects the remaining projects to receive approval by the end of the year and hopes to have the construction completed by late fall 2003. The task of gaining approval for projects has been stalled because of the historic designation of most buildings on the Capitol Campus.

“We must go through the process of more federal reviews to make certain that the repairs we are proposing will keep the historical integrity of the buildings on campus,” Szumlanski said.

All of the building tenants are credited with having “incredible amounts of patience” in handling the disruption caused by the earthquake as well as the lengthy repair approval process. Immediately following the earthquake, many tenants expressed concerns for safety, but each of the buildings was inspected by structural engineers and verified for safety,” Szumlanski said.

“Sometimes seeing the earthquake damage can be unsettling and depressing,” said Debbie Poston, an employee in GA’s Employee Services section. “But, we know our colleagues are doing the best they can to return the facility to its former condition and we’re very appreciative.”

The recent budget crisis affecting Washington state has not had an impact on the earthquake repair work and Szumlanski does not expect it to.

“Seventy-five percent of our costs will be reimbursed by the Federal government,” he said. “The remaining 25 percent is reimbursed by the state, which will come from the ‘Nisqually Account,’ set-up specifically to fund these repairs.”



**A walk-in safe in the insurance building showed signs of damage following the quake.**

**—Photo by Bob MacKenzie**

Repairs on the state’s Capitol Campus are estimated to be \$10 million to \$15 million. So while repair work isn’t yet visible, Paul Szumlanski and GA’s project managers, building managers and others are working hard behind-the-scenes to complete all of the necessary processes in order for work to begin. The fruits of their labors will become apparent next summer when construction is expected to begin all over the Capitol Campus. ♦

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*For additional information about GA’s efforts to repair state facilities, contact Paul Szumlanski, earthquake repair program manager, at (360) 902-727 or e-mail [pszumla@ga.wa.gov](mailto:pszumla@ga.wa.gov).*

# VFA Helps Texas Department

By David Raffin

State agencies and governments know too well how complex and painful it can be to plan and prioritize renovation projects, and gain support for budget expenditures. Numerous obstacles and unpredictable circumstances can delay, alter and even cancel large projects.

Which building needs attention this month? How much will that cost, and is it worth the repair? Those are just a couple of the questions that must be answered in addition to convincing a state legislature or assembly that you've got it right.

As officials at the Texas Department of Mental Health and Mental Retardation (TDMHMR) discovered, organizations must have a sound management process in place to access all building data, from current conditions and financial values to employee use and future building needs, of every square foot of space under their guidance.

Although the TDMHMR was officially created in 1965, some of its 1,500 buildings date back to the 1860s. Few are less than 10 years old. The agency was facing decreased resources and very little accurate information on building conditions across its more than 10 million square feet of space. Maintaining infrastructure on an equitable basis is an ongoing battle. Furthermore, funding requests would be groundless without the support of compelling, impartial data. In response, the TDMHMR restructured its facility management programs and organization to incorporate strategic asset planning with innovative, yet proven, business

processes and an integrated, enterprise level, Facility Management software.

It proved successful. TDMHMR has seen a 70 percent reduction in time required to prepare capital needs requests, with added assurance that facility data was current and accurate. The agency also reaped significant financial benefits by avoiding unnecessary costs, as it became better-positioned to make expenditure decisions based on the availability of valid data to reduce maintenance backlog and address aging facilities.

***“It would be nice if TDMHMR’s program represented standard procedure throughout state government,” -- Carole Keeton Rylander, Texas Comptroller of Public Accounts.***

The TDMHMR embarked on an aggressive enterprise-wide facilities infrastructure and capital planning program. The enterprise system is one of the first in the country to successfully integrate technology and facilities management practices associated with CAFM, CMMS, and CPMS.

Because of the size and scope of the TDMHMR, it was imperative to develop one centralized system for tracking and analyzing infrastructure conditions across the state. To ensure accurate and valid data across the organization, the TDMHMR turned to Boston-based VFA, a provider of Web-based Capital Planning and Management Solutions (CPMS) and facility

assessment services. The CPMS program served as the central database to improve the documentation of existing physical and functional facility conditions. With this technology, officials could also generate and analyze information to measure the program’s success.

A comprehensive facilities condition assessment for all buildings across the various campuses accounted for deferred maintenance issues. State officials were able to access immediately the agency’s database of building information, including the relative condition of all facilities, total cost liabilities and detailed allocations. This data could then drive organizational objectives. Agency officials have seen that improved management of facilities can yield more effective and responsive services, less disruption due to service interruptions, increased safety and optimal environments for employees and the services they provide.

The TDMHMR’s approach to facility management was applauded by the 77th Legislature and recognized as the benchmark against which all state agencies should measure themselves.

“It would be nice if TDMHMR’s program represented standard procedure throughout state government,” said Carole Keeton Rylander, the Texas Comptroller of Public Accounts. “And someday it might. Right now, however, this intelligent approach to asset management is the exception, not the rule.” ♦

*David Raffin is director of business for VFA and can be reached at (617) 451-5100 or [draffin@vfa.com](mailto:draffin@vfa.com).*

# NASFA Notebook



## Federal training funds available

By Laurel LaFramboise

Vermont's last winter was costly for the state's Agency of Transportation, leading to an out-of-state travel freeze for agency employees. Undeterred, the agency applied for Federal Highway TEA-21 training funds to attend NASFA's 14<sup>th</sup> Annual Conference in Lexington, Kentucky.

According to Kyung Kyu Lim of the National Highway Institute, "these [TEA-21 training] funds can be used by the state to fund travel and direct expenses, as well as training fees."

Vermont's Human Resources Department controls access to the funds, most of which are slated for regular programs but a small portion is kept for miscellaneous expenditures. So at least for the nation's DOT facility administrators, an alternative source of conference funding is available and should be used. ♦

*Laurel LaFramboise is a project specialist with the Vermont Agency of Transportation, Maintenance & Aviation Division, and can be reached at (802) 828-2604 or e-mail laurel.laframboise@state.vt.us.*

## Two NASFA Regional Meetings Postponed

By Lisa Collins

The NASFA Southeastern Regional Meeting was to be held October 2-5, 2001 in Savannah, Georgia. Due to financial constraints and travel restrictions that members were experiencing, the meeting was postponed until October 9-11, 2002.

Due to the terrorist attacks on the East Coast, the NASFA Eastern Regional Meeting was also postponed until 2002. The meeting will still be held in Albany, New York, but final dates have not been confirmed.

Many Eastern region states lost employees, friends and family, and are also supplying resources to the recovery effort and are not in a

position to take full advantage of the meeting.

The Great Plains Regional Meeting, held in Custer, South Dakota, and the Western Regional Meeting, held in South Lake Tahoe, California, did take place but with lower attendance than in past years. Despite the smaller numbers, members still experienced the excellent networking and informative sessions for which NASFA is known. ♦



**Members networked at the NASFA Western Regional Meeting in South Lake Tahoe, California.**

**--Photo by Marcia Stone**

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Your ideas and topic suggestions for *State Facilities Quarterly* are welcome at all times and will be invaluable to other state facilities managers. Please send information about studies, new projects, legislation, etc. to the NASFA staff at the address listed below.



The National Association of State Facilities Administrators is an organization that brings together state officials involved in the planning, development, operations and maintenance of state facilities. The association was formed in 1987 to provide a forum for sharing information on effective facility administration, as well as for the sharing of problems and solutions with peers on a national level.

Any state is eligible for membership in NASFA. Annual dues entitle your state to select the individuals you want to be involved with the association. All facility administration personnel can access the information network, receive the newsletter and other mailings, and attend the association's annual meeting. Many states have elected to divide the membership fee among several departments interested in active membership.

If you are interested in obtaining more information about NASFA, contact the NASFA staff, The Council of State Governments, 2760 Research Park Drive, P.O. Box 11910, Lexington, KY 40578-1910, phone (859) 244-8181 or log onto NASFA's Web site at [www.nasfa.net](http://www.nasfa.net).

## Attention States!

The winter issue's Focus Section will be on security issues. Share your ideas with other NASFA members in the winter issue of *State Facilities Quarterly*.

**The deadline is January 19, 2002.**

### National Association of State Facilities Administrators

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