

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

Georgia's Public Health Lab Is a Work of Art

Source: *The Georgia Statement, April 1999*

Georgia's new public health laboratory has been described as "stunning," beautiful" and "fantastic," words that usually aren't used to describe a government building. In fact, it was the recipient of the 1998 Laboratory of the Year Award from *Research and Development Magazine*, only the second public facility to ever win this prestigious award.

Planning started in 1994, and construction funds were allocated in FY1995. Bids were called for after the Olympics when construction work was at a low, which allowed the state to build a 67,000 square feet building for \$10.2 million.

The lab features the latest architectural technology and is one of the safest public health labs in existence. It was completed early and \$1 million dollars under budget. Georgia granite was recovered from headstone scraps for walls and copper was recycled for shingles to cut cost. Starting on the outside, copper-coated tubular aluminum sunscreens surround the glazed curtain wall. They are placed at such an angle that sunlight streams in during winter and is deflected in summer. Granite piers on one side act as vertical sunscreens.

The inside is just as magnificent. Natural light streams into all of the offices and labs. The lab area is one of the largest open labs in existence today. Air makes only one pass through the labs, and the air is completely replaced every six minutes and not re-circulated. Every environmental factor that could be of value was considered.

The lab is a conduit to the Center for Disease Control (CDC) for specimens from within Georgia. When there was an E-coli outbreak last year at an Atlanta water park, this state health lab was able to do routine cultures as well as a procedure called PFGE (Pulse Field Gel Electrophoresis), which is a way of testing bacterial DNA in order to determine the relatedness between the E-coli specimens. It's very difficult to identify the source of E-coli, especially in a mobile population, as was in attendance in the park. Children were tested from 16 states, and it was determined that two of them did not get it from the park but from another source. All of this had to be done quickly, and the Georgia Public Lab was recognized nationally for its quick response to the outbreak.

The lab also functions as a training facility for the state and the CDC. It also plays host to international visitors, who will

model international labs after the one in Georgia. This is the most restricted lab in the building and has a seamless floor, so there are no cracks or crevices to harbor anything harmful.

With the rise of bioterrorism and its threat, state labs are facing serious renovations and many are looking to Georgia's as a model. Protocols are currently being developed by the CDC and federal law enforcement to deal with these types of events. Their intent is to use existing state health labs and grant money for increasing capacity, personnel, testing and triage capabilities in the case of a bioterrorism attack.

The lab is headed by Dr. Elizabeth A. Franco, P.H., who has over 30 years experience in the field with 20 of those in public health laboratories. She set out to make sure that an environment was created that satisfied her staff and promoted pride as well. Dr. Franco attributes the success of this project to "the close interaction with the architects in charge of the project through programming, planning and design. They forced my laboratorians to articulate exactly what they needed."

All parties involved in the construction are justifiably proud of the lab and so is the state of Georgia.

For more information contact Charles Shirley, Department of Human Resources, at (404) 657-2681.

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PRESIDENT'S LETTER

Over the past few years, NASFA has matured into an organization with a recognized influence in the fields of building planning, construction, operations and maintenance. The recent work of the strategic planning

committee to develop standard definitions for terms used in operations and maintenance and building commissioning has drawn the attention of professional organizations both in the private and public sector. NASFA representatives have now been asked to sit on committees within these organizations. With the high visibility of NASFA and the unprecedented level of enthusiasm that exists within the organization, it is now time to assess where we have been and to plan for the future.

Planning for the future in an organized manner is no easy task. To be certain the process is carried out in a systematic and comprehensive manner, the strategic planning committee has been asked to initiate a formal process toward a plan that will chart a course for NASFA over the next five years. It has been asked to consider issues including the structure of the organization in terms of its appropriateness to lead NASFA into the future; membership, both public and corporate in terms of size, makeup and rate of growth; affiliations with other professional organizations in both the public and private sectors; and suggested standing and ad hoc committees and all other

areas that will have influence on NASFA's position in our areas of interest in the future.

As with all planning efforts, the creation of a strategic plan for NASFA will require input from many individuals within the organization. It is important that every idea be heard and considered as we move forward. Therefore, I am asking that the membership participate in this process. Many of you have ideas on how the organization should develop and where the focus should lie. If you have an idea or would like to participate on the committee, you should contact Lamar Holland (GA) at (404) 463-7084 or e-mail <lholland@gsfic.state.ga.us>.

The next year is shaping up to be an exciting one. As we continue the work begun in the past year and begin to plan for the future, NASFA will continue its growth as a premier organization in the area of building administration. Increased levels of electronic communication will bring more information to our membership faster, the membership itself will grow due to increased attention on recruitment and retention, and ad hoc committees will address areas identified by the membership. The momentum is building — NASFA is moving forward — be part of the action.

A handwritten signature in black ink, appearing to read "Dick Thomas". The signature is fluid and cursive, with a large initial "D" and "T".

Dick Thomas (NY)
1999-2000 NASFA Presiden

STATE NEWS

1999 Energy Stars Recognized

Source: *Energy Star BuildingSM and Green Lights[®] Update, Spring 1999*

The U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DOE) presented the 1999 Energy Star Awards earlier this year in Washington, D.C. Each year, exceptional businesses and organizations are recognized for their work in helping to protect the environment.

This year's Green Lights Government Partner of the Year was awarded to the state of Ohio for upgrading the lighting in nearly 12 million square feet of its facilities. Facing major financial barriers, the state used performance contracting combined with air quality bond financing to pay for the upgrades, removing the burden from the limited capital budget. These upgrades resulted in reducing the annual energy use by almost 32 million kWh. The state also prevented the annual release of more than 68 million pounds of carbon dioxide. Ohio

promotes these Green Lights accomplishments to the business community, civic organizations and the general public through presentations, fact sheets, Earth Day events and training programs.

The Green Lights Education Partner of the Year was the University of Virginia. The school uses the EPA's Energy Star Buildings Manual as the principal course book in its Engineering 164: Engineering Design course. Students use the Energy Star Buildings' guidelines to conduct energy analyses of campus buildings, and in turn the university's energy program manager uses the students' work to develop energy projects. As a result of these and other energy projects, the university reduced its energy use by 23 million kWh, preventing the release of 40 million pounds of carbon dioxide. The university hopes to inspire other colleges and universities to offer similar courses and benefit from the knowledge and savings available through the Energy Star Buildings Partnership.



Committee Chair's Corner

By Bob MacKenzie, plant operations manager, Washington Division of A&E Services

Amid the splendor of the Grand Tetons, facility administrators gathered to discuss common problems, explore potential solutions and renew personal friendships. Topics at the 12th Annual NASFA Conference and Trade Show ranged from facility condition assessment methodologies to workplace safety and campus security regimens.

After a successful year in the saddle, President Jack Quintana (UT) turned over the reins of the NASFA presidency to Dick Thomas (NY). Thomas outlined a progressive agenda for continued NASFA leadership in facility-related programs and initiatives. He announced his slate of committee chairs and thanked Quintana and previous committee chairs and members for their enthusiasm and imagination.

I am honored to have served as communications committee chairman, and I extend a special thanks to Mike Despot, Hank Shirley and Ron Sisson for their wonderful work on last year's committee. Lisa Anderson, staff liaison to the committee, is a top-flight professional and really serves the association with class. Thomas has asked me to remain another year as chairman,

and I am absolutely delighted to do so. Don Manes, Jack Quintana, Russ Katherman and Ron Sisson have already volunteered to serve on the communications committee, and I hope you and others in your region will join us as well. I could utilize five more members and would appreciate your donation of time to this valuable committee. Please call me at (360) 902-7257 or e-mail <bmacken@ga.wa.gov>. We always appreciate your articles, as we are only as good as our members. We need all regions represented in order to fulfill our mandate to support the association.

It was doubly gratifying to see so many different agencies included in state contingents. It's been a primary agenda item of the communications committee to broaden our membership base and to attract sister agencies in the facilities arena.

Transportation, natural resources, wildlife, corrections, military and other areas were represented at the conference in greater number than ever. I hope we can continue to enhance NASFA relevancy toward these professionals in the year ahead. It can only be to our mutual benefit.

Best regards and thanks for allowing me to serve such a respected organization.



NASFA CALENDAR OF EVENTS

(Visit the association's web site at www.nasfa.net for more information.)

NASFA Great Plains Regional Conference
September 19-21, 1999
Drury Inn at Union Station
St. Louis, Missouri
Contact: Michael Berendzen, (573) 751-2898

NASFA Southeast Regional Conference
October 7-8, 1999
Williamsburg Hospitality House
Williamsburg, Virginia
Contact: Henry Shirley (VA), (804) 786-3367

NASFA Western Regional Conference
October 20-22, 1999
Salt Lake City Marriott University Park Hotel
Salt Lake City, Utah
Contact: Teena Scholte, (801) 537-9212

CSG 1999 Annual Meeting and State Leadership Forum
December 3-7, 1999
Quebec City, Quebec
Hilton Quebec
Contact: CSG Infoline, (606) 244-8098 or <www.csg.org>

NASFA 13th Annual Conference & Trade Show
June 24-28, 2000
Radisson Hotel
Burlington, Vermont
Contact: Tom Sandretto (VT), (802) 828-3515

NASFA Peaks Its Performance in Wyoming

Surrounded by the Grand Teton and Yellowstone National Parks, the Snow King Resort in Jackson Hole, Wyoming was the site of the 12th Annual NASFA Conference and Trade Show held June 12-16, 1999. This year's conference broke another attendance record with more than 160 attendees representing 32 states and 25 companies.

The conference offered participants a wide variety of topics with concurrent sessions covering issues such as errors and omissions, physical security of state facilities and roof warranties. Networking session topics included disaster planning, value engineering and building commissioning.

This newsletter's focus section contains presentation summaries from conference speakers along with summaries of the 1999 Innovations winners. To read summaries in their entirety and for other post conference information, log on to NASFA's web site at <www.nasfa.net>.

NASFA is already looking forward to the 13th Annual Conference and Trade Show in Burlington, Vermont, June 24-28, 2000. We'd like to start the next century off right and have the biggest and best conference ever. Hope to see you there!

1999 Innovations Award Winner

Pennsylvania

Coordination of Electricity Competition for State Agencies

Deregulation of electricity came swiftly to Pennsylvania leaving many players confused and needing direction. The Pennsylvania Department of General Services (DGS) took on the assignment of guiding the state in achieving electric bill savings for hundreds of its facilities. DGS enlisted Penn State Facilities Engineering Institute to help lay out a strategy.

First, DGS recruited other state agencies and combined their electricity accounts in order to obtain lower prices from suppliers. Next, DGS streamlined the normal contracting and bidding process of six months or more down to two steps: (1) develop and send to suppliers an Invitation to Qualify (ITQ) and then (2) issue a Request for Quotes (RFQ) to the approved suppliers. State agencies can then issue purchase orders directly from the RFQ and shorten the bidding process to only a few weeks.

In early 1998, Penn State and DGS held energy deregulation information meetings. Initially, six agencies with annual electricity bills of \$30 million agreed to form a consortium and consolidate their accounts. DGS managed the new bidding process, and these agencies received pricing in late 1998. The combination of these six agencies' electric bills has resulted in an annual savings of \$3 million. Pennsylvania hopes that its program can serve as a model for other states when they face electricity deregulation.

For more information contact Thomas Rados, P.E., Bureau of Engineering, Pennsylvania Department of General Services, at (717) 787-7519 or e-mail <trados@dgs.state.pa.us>.

Honorable Mention

Georgia

Workcenter Based Maintenance and Building Operation Program

Faced with a growing number of facilities coming under the care of the Georgia Building Authority (GBA), a political environment favoring the contracting or privatization of basic services by the GBA and a directive to substantially reduce its budget existed. GBA leadership took a long hard look at their existing building operation/maintenance procedures and identified several weaknesses and strengths. After an informal self-assessment and several brainstorming sessions, a plan for the improvement of building operation, maintenance, grounds care and custodial services was developed. This plan included three maintenance workcenters, energy management, shared services, landscape and recycle services, and most recently, contract administration.

The goals and objectives of the plan were to (1) bring buildings, equipment and grounds up to at least minimum acceptable standards (2) cost reduction in overall building operation (3) maximize current GBA employee strengths (4) identify what, if any, services to privatize (5) establish a method of benchmarking and (6) provide better service to tenants and the public.

The pilot project has been very successful, and the GBA feels the program would work very well for other states, departments, or university systems. The GBA would welcome the opportunity to share more information with anyone who is interested in the program.

For more information contact Doug Ivey, deputy director, Georgia Building Authority, at (404) 657-6818 or e-mail <divey@gba.state.ga.us>.

Honorable Mention

Vermont

Closed Loop Recycling

Closed Loop Recycling is a Vermont Department of Buildings and General Services initiative developed to deal with the increasing expense involved with the disposal of office waste paper and public records. It also puts the department in a position of championing environmental awareness by stressing the importance of recycling and reducing the waste stream filling local landfills. The private sector is obliged to participate because the purchase of paper products by the state is contingent upon the vendor's ability to provide a product manufactured with recycled materials and the vendor's guarantee to accept the state's recyclable waste paper.

Due to ever changing and more stringent environmental laws, the cost of waste disposition has increased dramatically. As old landfills close due to new regulatory restrictions or the end of their life cycle, they are either replaced with newer, more expensive, lined landfills or not at all. When they are not replaced, the waste stream must travel greater distances to acceptable landfills, thus adding cost to the process. One goal of Vermont's Department of Buildings and General Services was to minimize the amount of materials shipped to landfills, thus avoiding additional expense. Finding suitable sites for new landfills is becoming more difficult, and recycling was seen as a means to reduce the waste stream and help meet both goals.

Paper recycling is not a new idea, but Vermont decided to help create a market for recycled paper by requiring that its paper towel and tissue be manufactured from recycled paper and that the vendor supplying these products be required to accept waste paper from the state. Vermont has also benefited by passing legislation that allows the Department of Buildings and General Services to retain revenues from the sale of waste paper.

For more information contact Tom Sandretto, deputy commissioner, Vermont Department of Buildings and General Services, at (802) 828-3515 or e-mail <tom.sandretto@state.vt.us>.

Honorable Mention

Washington

Ownership vs. Leasing Decision Model

In the early 1990's, Washington began the East Campus Plus program with a goal of housing more than 1 million square feet of state agency headquarters office functions. Consolidating offices, according to several studies commissioned by the Washington Department of General Administration, could be expected to generate savings for the state from looser lease costs, staffing reductions as a result of consolidating support services and reduced travel. After three major office buildings were completed in the early 1990's, questions remained about the cost of development versus what was actually saved by the development.

In 1995, a broad-based group of representatives of the executive and legislative branches determined that the preliminary analysis of the East Campus Plus program could have benefited by a thorough and early economic analysis that quantified savings and identified all of the potential costs. The group resolved that for future projects a structured economic analysis should be performed for each of the projects and their alternatives. In order to include all factors, yet simplify the analysis process, an Ownership vs. Leasing Decision Model was developed using Microsoft Excel software. Based on the data entered, the model allows for the comparison of lease vs. lease, lease vs. purchase and one construction option vs. another with different timing and sensitivity testing of variables.

This application can easily be used by other states, since it can be quickly downloaded via the Internet. It can be up and running on a computer in a matter of minutes helping other states to compare projects and leases.

For more information contact Dr. Craig J. Donald, policy analyst, Washington Department of General Administration, at (360) 902-7344.

Building Commissioning

By Don Manes, deputy director, Arkansas State Building Services

The third networking session held on Tuesday, June 15, 1999 dealt with building commissioning, a desirable element in both the design and construction stages. Today's buildings are complicated, and their systems are sophisticated, and the interface is complex. The special needs are beyond the education and experience of most A/E design firms. The growing demand is for the specialist, i.e., the commissioning agent, to be involved in the design review and the testing of building's systems. Bringing in this new breed of specialist agent allows the owner to hire the expertise that is needed.

Commissioning provides the opportunity for troubleshooting during the construction stage and early occupancy period. This promotes solutions to problems in design or build that might prevent occupancy of the finished building or seriously diminish tenant use of the building. Because of the quest for smart buildings, any building can have serious flaws. Commissioning discovers problems before occupancy.

Commissioning is costly, and many state agencies are frustrated over having to get involved with it. Properly executed, commissioning can add 1 percent to 1.5 percent to the cost of the building. It is pragmatic to realize, however, that the owner always pays for errors made during construction or in the initial design. The commissioning cost should not be passed on

to the A/E designer or the general contractor.

When do you commission a building? The answer is as early as funds are available, although the design stage is much preferred. If not, commission during construction. Engage in it with the satisfaction of knowing that commissioning often reallocates one major cost of ownership from the first two years of occupancy to the design/build phase.

For more information contact Don Manes, deputy director, Arkansas State Building Services, at (501) 682-5589 or e-mail <dmanes@asbs.state.ar.us>.

Customer Service

By Doug Ivey, deputy director, Georgia Building Authority

The fourth networking session on customer service was held Tuesday, June 15, 1999 and drew a crowd of 25 members that shared their customer service issues and solutions. In this age of “do more with less” and “run government like a business,” more and more states are taking an active issue with customer service.

Listed below are the issues discussed:

- States are using written surveys to get feedback on performance from their customers.
- States are using informal meetings to get performance feedback from their customers.
- Monthly newsletters are used to update customers on events and happenings.
- Some states have created focus groups to create survey questions.
- Employees participate in customer service training.
- Quarterly meetings are held with staff to discuss customer service issues.
- One state has two full-time staff devoted to surveys and customer service issues.
- Consultants are often hired to work with staff on customer service.
- Several states are doing continuous improvement training.
- Customer committees are being set up for feedback.
- Telephone surveys are being taken for performance feedback from customers.

For more information contact Doug Ivey, deputy director, Georgia Building Authority, at (404) 657-6816 or e-mail <divey@gbd.state.ga.us>.

Energy Management and Third Party Financing

By Dick Thomas, AIA, director of building administration, New York Office of General Services

Several states met to discuss the use of energy management third party financing in the second networking session on Monday, June 14, 1999. The usage covered a wide range from none at all to a very wide use with many alternative sources of funding. Below is a list of states and their comments:

Arkansas	Cannot enter into multi-year financing contracts and therefore does not use this method for capital improvements.
California	The university system uses energy savings to finance new capital projects.
Georgia	Is not doing anything with this concept at the present time.
Nebraska	Quick payback projects have been completed. Phase 2 is to include variable speed drive motors.
New York	Has done approximately \$25 million in alternate funding energy projects.
Tennessee	Tried one several years ago and it did not work well for them.
Utah	It is paying its own way out of energy savings.
Washington	Has done over \$40 million worth of work in performance contracting financed in many different ways.
CES/Way	Indicated that the Department of Energy has designated a number of Super ESCOs that are available to states.
FRM	Major involvement in energy conservation has been to focus on operating budgets and to implement operational changes to save money.
HEC	There are many different ways being used to evaluate ESCOs.

For more information contact J. Michael Hagin, state facilities, CES/Way International, Inc., at (518) 783-8300 or e-mail <mhagin@cesny.cesway.com> or Dick Thomas, AIA, director of building administration, New York Office of General Services, at (518) 474-1339 or e-mail <richard.thomas@ogs.state.ny.us>.

Errors and Omissions

The first concurrent session, Errors and Omissions, held on Monday, June 14, 1999 was presented by Edwin Apel and D.L. McOmber from the Morrison Knudsen Corporation and Joe Conrad from Lombard-Conrad Architects, PA. The nature of public building construction has changed considerably in the past two decades. Budgets and critical time frames have changed the approach in building projects from the traditional design bid/build to the design build, construction management or numerous variations of these. The demand on the design professional for quicker design and production performance has never been greater, and the demand for perfection has increased. With this required fast pace production and ever-changing codes, laws and numerous requirements, owners need to understand the demands placed on architects and engineers and not require them to perform beyond a professional standard of care.

One suggestion is that owners use standard forms of agreements, which have been developed over decades of battle and legal challenges. The hybrid agreements are usually stand-alone documents with no relation to other agreements, such as owner/contractor, general conditions, consultant agreements, etc.

Another popular scheme is an attempt of some owners to require A/Es to indemnify or hold harmless the owner in these non-standard agreements. It is an attempt to have the A/E assume someone else's liability in the event of a loss, as a means of shifting risk from one party to another.

One last suggestion was to negotiate reasonably with your A/E. After the project delivery system has been determined, utilize nationally recognized forms of agreement for projects.

For more information contact Edwin Apel, vice-president, risk management, Morrison Knudsen Corporation, at (208) 386-5010 or e-mail <win_apel@mk.com>, D.L. McOmber, vice-president, buildings division, Morrison Knudsen Corporation, at (208) 386-6667 or e-mail <mac_mcomber@mk.com>, or Joe Conrad, principal, Lombard-Conrad Architects at (208) 345-6677 or e-mail <jconrad@lcarch.com>.

Physical Security of State Facilities

By Bob MacKenzie, plant operations manager, Washington Division of A&E Services

Special Agent Richard Harrington, U.S. Secret Service, traveled from Washington, D.C. to provide NASFA conference attendees with a secret service perspective on state capitol campus security concerns.

Agent Harrington also addressed members' questions during an afternoon roundtable session, where it appeared that states share many of the same security issues:

- Legislative interest in security, but have little or no money available;
- Concerns about workplace safety and violence;
- Concerns about property thefts and computer hacking; and
- The need for balancing public access while assuring employee safety.

Agent Harrington and roundtable attendees shared experiences and solutions with one another as well:

- Creating and maintaining security awareness is critical for an effective security program.
- Security awareness must come from state chief executives, other cabinet officials and the legislature.
- Bomb and package training for employees can be obtained from the federal government or state /local law enforcement agencies.

For more information contact Special Agent Richard Harrington, special investigation and security division, U.S. Secret Service, at (202) 435-5830 or Bob MacKenzie, plant operations manager, division of A/E services, Washington Department of General Administration at (360) 902-7257 or e-mail <bmacken@ga.wa.gov>.

Past President's Letter

Staying the course, pursuit of organizational purity, recognition as leaders in the field of public facilities administration and creating swifter means to exchange information among our members were worthy and challenging goals, but we have achieved them. Further efforts toward these objectives during next year will, I am convinced, produce the magnetism necessary to attract membership enthusiasm and participation as well as solidify meaningful corporate affiliation.

Aligning our interests to fill the void of public facilities administration purpose has blossomed this past year. One would only have to participate in one conference call to feel the difference in the constructive mode of membership and know that we are on the right track.

NASFA's efforts to provide definition to elusive terms such as commissioning, maintenance and operation, alterations and improvements and repairs launched new partnerships with other organizations such as NASBO and NASCA. Our efforts to speed information exchange through the *State Facilities Quarterly*, *E-xtra* and the Listserv, in addition to our objective to transition NASFA's "Document Clearinghouse" from its present "hard copy" process to an automated hyperlink/hypertext program using state home pages are examples of the tremendous progress that can be made using technology and will represent a large step in meeting our objectives of being leaders in the field of public administration. Yes! Let's stay the course, and thank you for letting me be a part of your success.

I look forward to an even more productive year as I am committed to helping Dick Thomas, NASFA's 1999-2000 President.



Jack Quintana (UT)
1998-99 NASFA President

1998-1999 NASFA EXECUTIVE COMMITTEE

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President Elect	Ralph E. Newell (NE)
Secretary/Treasurer	Phil Maher (FL)
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Vice President - Southeast	Stedmann McCollough (AL)
Vice President At-Large	Lamar Holland (GA)
Vice President At-Large	Thomas Sandretto (VT)

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Advisory	Jack Quintana (UT), Chair
Nominating	Jack Quintana (UT), Chair
Strategic Planning (ad hoc)	Lamar Holland (GA), Chair

State Facilities Quarterly

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Bob MacKenzie, NASFA Newsletter Chair
Marcia Stone, Association Director
Lisa Anderson, Editor
Pam Johnson, Design & Layout

The objective of the State Facilities Quarterly newsletter is to provide a broad perspective on issues affecting all aspects of state facilities management. Your ideas and topic suggestions are welcome at all times and will be invaluable to other state facilities managers. Please send information about studies, new projects, legislation, etc. to:

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Web site: www.nasfa.net



The National Association of State Facilities Administrators is an organization which 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 entitles 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 NASFA Staff, The Council of State Governments, 2760 Research Park Drive, P.O. Box 11910, Lexington, KY 40578-1910, (606) 244-8181

Attention States!!

Share your good ideas with your colleagues in the fall issue of *State Facilities Quarterly*.

The deadline is October 15, 1999.

Contact Lisa Anderson at (606) 244-8179 or e-mail her at landerson@csg.org for more details.

**NATIONAL ASSOCIATION OF STATE FACILITIES
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