



Valdosta State University Receives "Distinguished Service Award"

By Robert Bell, Valdosta State University

The Valdosta State University Plant Operations Department has received a special "Distinguished Service award" from the Board of Regents. The presentation was made by Vice Chancellor Linda Daniels at the October 23rd state Facilities Officers Conference is unique. Ms Daniels said, "This is the first award of its kind within the University System in that it is not given to an individual but to a group of individuals. It has been created to recognize the collective work of a plant operations unit over a period of years". Daniels said the award, "honors teamwork and partnership". She added, "When I first came to the Sys-



The recipients of Valdosta State University "Distinguished Service Award" are Bob Bell, Robert Tindall, Monty Griffin, Jim Muzzey, Robert Nolan, and Bob DeLong.

tem Office several years ago I became familiar with the work at VSU. Valdosta State has always responded to the Facilities Office and to me in ways, which have been helpful and which I

(Continued on page 8)

Ga College & State University Receives "Award Of Excellence"

Georgia College & State University received the "Award of Excellence." The award is presented annually by the Board of Regents Office of Facilities to recognize a particular achievement on a campus.

This year, It was awarded for Historic Preservation Planning on the Georgia College & State University cam-

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L to R: Dr. Ray Luce, Dave Groseclose, Harry Keim, Tom Daniels, Karen Anderson Cardova, Michael Miller.

“What Do Leaders Do in Tough Times”

By Bill Halabi, Georgia Institute of Technology.

The following are excerpts from Dr. Kanter's presentation at the 2003 APPA Educational Leadership Forum. Dr. Kanter had a great session.

She proposed solutions for an organization that is on the downturn or one that is experiencing tough time. She said that when an organization is in a cycle of losing, the staff usually are in denial. They deny that they caused the problem or that they are part of the problem. Instead of looking at the root of the problem, they start pointing the fingers at others. She gave the example where Barnes & Nobles denied that Amazon could affect their business. They never thought that such a small internet company can harm their business. She said that denial is sometimes manifested through avoidance where the problem is put on the side. People could be ashamed or just too arrogant to realize the existence of the problem.

The leadership task is to dig the people out of the hole.

She added that another reason for denial is uncertainty. Occasionally institutions on losing streaks do nothing because they don't have the "Formula" or the courage to react. They

ask "who else is doing it?" She said that same idea is true for investing. When there is uncertainty in the market, people don't invest. That can lead to a financial depression.

She said that when there is a problem in an organization, the people get angry and they blame each other for the problem which create a negative energy. This is



not good for the organization.

She said that people in such a situation isolate themselves which weaken the organization and deprives it of initiatives.

Leaders must build relationships and nourish them.

Solution: The leadership task is to dig the people out of the hole and move to a positive cycle to build confidence. The leaders, Dr. Kanter said, must put the facts in front of everybody and they must prevent people from resisting change. They should also make people feel included. She added

that leaders must be out there modeling it for the employees. They must remind the employees to take responsibility for their actions. Instead of blame, they should perform self scrutiny and they should find the cause for the problem. Leaders must build relationships and nourish them. They must be positive and possess "the can do spirit." They must help in taking the small steps and the small victories. It is just like baseball. Small hits

Leaders should also make people feel included

put people on base. She stressed that "the can do spirit" can open the flood gates of ideas.

Rosabeth Moss Kanter is the Ernest L. Arbuckle Professor of Business Administration at Harvard Business School, specializing in strategy, innovation, and leadership for change. She advises major corporations and governments worldwide, and is the author or co-author of 15 books, including her latest book, *Evolve!: Succeeding in the Digital Culture of Tomorrow*. Other award-winning bestsellers include *Men & Women of the Corporation*, *The Change Masters*, *When Giants Learn to Dance*, and *World Class: Thriving Locally in the Global Economy*, and Rosabeth Moss Kanter on the *Frontiers of Management*. In 2001 she received the Academy of Management's Distinguished Career Award, its highest award for scholarly contributions, for her impact on management thought, and in 2002 received the World Teleport Association's Intelligent Community Visionary of the Year Award.

GAPPA NEWS

GAPPA President's Corner

By Lee Richey/ Kennesaw State Foundation



As most of you know by now, I accepted a position in early September, 2003 as Vice President of the KSU Foundation. Essentially, my responsibilities are to manage the entire property and facility portfolio for the Foundation. This includes existing and new purchases and facilities.

Presently, we are fully into constructing Phase II Housing project (737 more beds.) With the Board of Regents assistance, we hope to begin the Phase III Housing project (includes parking deck, 1,200 more beds and other amenities) right after the first of the year.

I discussed this new assignment with the Board at the August, 2003 Board meeting and they unanimously gave me their vote of confidence to serve the rest of my two year term – which will

end at the annual meeting in May 2004. I am honored to serve this great organization - I love working with our members and vendors.

The first few weeks of this assignment have been very hectic, but as Jodie Sweat or John Anderson will tell you, the KSU campus is literally exploding with new construction and changes. The KSU Foundation shares in the progress and is making a great contribution.

Are You Worthy of The Leadership Position ?

By: Bill Halabi, Georgia Institute Of Technology.

Below are excerpts from Charles Farnsworth who spoke at the APPA Leadership Forum in Nashville. Mr. Farnsworth reminded the attendees to ask themselves the question. "Am I worthy of the leadership position I hold?" As a leader, you want your employees to follow at will. You don't want them to be passive compliant. He said when a manager or a leader en-

we may need to change as this is a white water world

ters an organization, He/she feels an adjustment or modifica-

tion is due. We as humans, he added, like things calm, but we may need to change as this is a "white water world." We need to act before it is too late. He told the audience the "Hound Dog Story" where a Hound dog would howl occasionally because he is in pain. When his owner was asked why he only howls occasionally. He replied "the dog is sitting on a nail and the pain is not severe enough to howl continuously." Mr. Farnsworth said this case resembles some organizations where the problem may be acute, but the leadership doesn't think it is bad enough to act on. He reminded everybody not to get in that mode. He said that leaders should have principles that they

should follow and stick to. Leaders should have integrity, trust, and commitment. He added that a leader should seek

Leaders should have integrity, trust, and commitment

to increase self esteem, improve relationships. Self esteem is lacking from our organiza-

let's train our supervisors

tions today. Also an improved relationship can have a great benefit for the organization.

He reminded the attendees that they should seek a good mix-

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Veteran's Day at Kennesaw State University

(Excerpt from Lee Richey's Speech)

First I want to thank Dr Gary Roberts for asking me to speak to you today- it is an honor to address America's Veterans during this ceremony. Veteran's Day was first called Armistice Day in 1926 set at the 11th hour of the 11th month in 1926 to honor WWI's Veterans. In 1954, President Eisenhower declared November 11th as Veteran's Day. In 1968, Veteran's Day was moved to the 4th Monday in October, but then in 1978, the celebration was moved back to November 11. Half of all Americans who ever served during wartime are alive today.

Today, America is involved in a different kind of war, but no less deadly than our past wars of WWI, WWII, Korea, Vietnam, etc. America is fighting for our very existence and way of life during this present struggle.

Freedom is not free. No service member dies in vain during service to our country- regardless if in combat or not.

I was honored to serve in Southeast Asia, as well as the Persian Gulf. One thing I learned during 8 years of active duty and more than 21 years as a reservist: Patriotism is a strong force and dwells in the hearts and minds of every veteran. Each of our service members took a solemn oath to give everything (including one's very life) in the defense of our country and its ideals. We each took that oath seriously and we discharged or retired with that love of country still in our hearts.

As the chaplain said during his prayer, all of us who have ever been in combat or mortal danger know what it is to pray to one's God. Answer to that desperate prayer is why many of us are here today.

I was thinking during the National Anthem- I still remember and experience the same chills and pride to be an American as I did when I was a child. As we were taught to honor the flag every morning with a pledge of allegiance to our country. That ceremony helped instill a very strong love of country even before I was called to serve in the armed forces.

As citizens of the greatest country on earth, let's each one make sure that every life and every drop of blood shed is recognized by this country forever.

This present war strikes close to home. Today there are three lieutenants serving in Afghanistan and two serving in Iraq who were commissioned and graduated from KSU during the past two years.

I am proud of my service in the US Air Force. I have found that comradary between service members who literally depend on each other for life develops a very strong bond- regardless of culture, race, and religion. WE ARE AMERICANS!

I served during a very intense time of U.S. history- flying around the world several times during my military career. I piloted and commanded high performing and fast aircraft as well as the slower transports. As an air force veteran, I would like to read a poem that means a lot to me. THANKS AGAIN FOR THIS OPPORTUNITY

"HIGH FLIGHT"

Oh, I have slipped the surly bonds of earth,
And danced the skies on laughter-silvered wings;
Sunward, I've climbed and joined the tumbling mirth
Of sun-split clouds – and done a hundred things
You have not dreamed of – wheeled and soared and swung
High in the sunlit silence. Hovering there,
I've chased the shouting wind along and flung
My eager craft through footless halls of air

Up, up the long delirious, burning blue
I've topped the wind-swept heights with easy grace,
Where never lark, or even eagle, flew;
And, while with silent, lifting mind I've trod
The high interspaced sanctity of space,
Put out my hand, and touched the face of God.

John Gillespie Magee, JR

A 19-year-old American volunteer with the Royal Canadian Air Force killed in action on December 11, 1941.

Creating A More Educated Georgia

The 8th annual facilities officers' conference was held on October 22-24 at The Retreat at Lake Blackshear (Veteran's Memorial Park) in Cordele, Georgia. The theme this year was "Creating a More Educated Georgia". Approximately 170 people attended. This group included Facilities Managers, Architects, Engineers, Environmental Health/Safety Officers and Landscape Architects/ Groundskeepers.



View of Lake Blackshear

Facilities issues and items were disseminated through specialty presentations and breakout sessions on topics of interest or concern. Sessions at this conference included tree management, sustainable design, campus master planning, insurance and risk management, privatized housing, state contracting law, and engineering analysis of HVAC systems in buildings, to name a few.

Vice Chancellor Daniels said "we attempt to move the conference to a different section of the state and include a tour of one of our campuses each year. This year we chose southwest Georgia and both ABAC and Georgia Southwestern State University helped us organize and host the conference."



The Retreat @ Blackshear, Cordele



Mrs. Linda Daniels speaking to the attendees.

If you would like to continue receiving a hard copy of the newsletter, please email Bill Halabi at:

bill.halabi@facilities.gatech.edu

Facilities Officers Conference



Anton Kashiri of SPSU receiving award from Mark Demyanek and Tom Daniel.



Retired Brigadier General Josiah Blasingame



Linda Daniels and Tom Daniel recognizing retired members.



Linda Daniels and Peter Hickey on the SAM Shortline to Americus



The breakfast session about continuing education.



Vice Chancellor, Linda Daniels at the introductory session.

GAPPA NEWS



L to R: Don Alexander, Harvey Shumpert, Dave Groseclose, David Sims, Russell Vullo

GAPPA BOARD MEETING NO- VEMBER 19, 2003



Board members.



L to R: Eddie Woodhouse, Clay Adamson, Jodie Sweat, Dick Mellett, Anton Kashiri,



L to R: Jerry Spiceland, Eddie Woodhouse, Clay Adamson, Jodie Sweat, Dick Mellett, Anton Kashiri,

GAPPA HISTORY PROJECT

We are looking for any material that may help us with GAPPA's history book. If you have any pictures, programs or anything related to GAPPA and the GAPPA's conferences, please mail them to Bill Halabi at:

Bill Halabi

Georgia Institute of Technology/ Facilities

915 Atlantic Dr. NW

Atlanta, Georgia 30318

(Continued from page 1) Valdosta State

shall always appreciate. A visit to the campus is proof of the talent and dedication of the Plant Operations management team and their employees. I am proud to present this award to the Valdosta State University Plant Operations for years of consistent, excellent work and for contributions to the betterment of Valdosta State University and to the University System".

(Continued from page 1) Ga College

pus.

Accepting the award on behalf of GC&SU were Harry Keim, VP for Business & Finance at GC&SU and Dave Groseclose, Senior Director for Facilities at GC&SU. Also present at the presentation was Dr. Ray Luce, the Director of the Historic Preservation Division of the Department of Natural Resources and Ms Karen Anderson Cardova of HPD.



The Facilities building is being demolished at Kennesaw State University to make room for a parking deck. Lee Richey had to use various means to evict Jodie Sweat.

Richard Earle Mellett Retires

By Lee Richey, Kennesaw State Foundation

Excerpt from Lee Richey's notes at Richard Mellett's retirement ceremony at Georgia Southern University.

With the tremendous contribution that Dick Mellett has made to this beautiful campus, recognition at this transition time is very appropriate. Just riding around campus, one can see the legacy that Dick is leaving for future generations of students, staff and faculty.

I solicit each of you to keep in touch with Dick – he has made a difference in many of your careers and lives and it is always nice to have someone from your past to remember you and the difference they made.

As GAPP President, I represent the GAPP Board and Facilities Officers at 40+ institutions of higher education in Georgia – both public and private.

I want to commend Dick for the outstanding contributions he has made to GAPP in education of Facilities officers and most especially his service as the Chair of the Scholarship Committee. He was instrumental in developing the program in which GAPP will pay for Facilities employees to attend numerous kinds of education/training courses. He made a major effort to advertise the program and has been very successful.



Lee Richey presenting a plaque to Richard Earle Mellett in honor of and in commemoration of his 13 years of continuous service to the Georgia Association of Physical Plant Administrators (GAPPA) 1990 - 2003

Energy Management Bulletin

Introduction to LEED™

By Wayne Robertson

LEED™, Leadership in Energy and Environmental Design, is the fastest growing movement to hit the construction industry in a very long time and it is being especially embraced by higher education. LEED™ is a program of the U.S. Green Building Council, www.usgbc.org that certifies buildings as being “green.”

LEED has become the recognized standard for benchmarking sustainable, green building design. LEED is more than simply an energy program because it awards points for many other aspects of green building design, such as water efficiency, use of recycled materials, light pollution, heat islands, and more.

LEED™ in the Southeast

At end of 2002, 51 Registered Projects

Now, Fall 2003, 96 Registered Projects

1 certified project a yr ago, now 7

Registered Projects

GA 28	FL 19	SC 18
NC 14	TN 7	KY 3
AL 5	MS 1	LA 1



The most projects are in Georgia, followed by Florida and South Carolina. See our recent presentation [Introduction to the LEED Program](#) for images and data. Below is a chart of LEED certified buildings in the Southeast – we have two in Georgia.

Eugene M. & Christine Lynn Business Center	Stetson University	DeLand, FL	Certified
Whitehead Biomedical Research Building	Emory University	Atlanta, GA	Silver
Management Building, Technology Square	Georgia Institute of Technology	Atlanta, GA	Silver
Magnolia Administration Building	InterGen	Ashland, MS	Certified
Third Creek Elementary School	Iredell - Statesville Schools	Statesville, NC	Gold
Herman N. Hipp Hall	Furman University	Greenville, SC	Gold
Physical Fitness Center	USAF, Air Combat Command	Barksdale AFB, LA	Bronze

If you are involved in design, construction or planning of new buildings, you should familiarize yourself with the basic tenets of green building design; an organized, easy way to achieve and demonstrate a green project is by following the LEED guidelines in planning, design and construction.

Points are earned in five categories - site, water, energy/atmosphere, materials and indoor environmental quality (IEQ). You need 26 points to meet the minimum level for certification. Points may be earned for:

Alternative Transportation (bicycle parking and showers, alternative fuel vehicle refueling stations...), Reduced Site Disturbance during construction, Light Pollution Reduction by reducing the amount of light that shines up into the night sky, Landscape and Exterior Design to Reduce Heat Islands, Water Efficient Landscaping, Optimizing Energy Performance, Additional Building Commissioning, Eliminate HCFC's and Halon, Carbon Dioxide Monitoring, Construction IAQ Management Plan, Low Emitting Materials, Thermal Comfort that meets ASHRAE standards, Construction Waste Management plan, Recycled Content of construction materials, use of Local or Regional Materials to reduce transportation costs, Rapidly Renewable Materials like bamboo wood flooring, Certified Wood that comes from forests that are sustainably managed and more.

Developing a LEED building is a very commendable goal. Any higher first costs are more than



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GAPPA Board

GAPPA board is elected to one, two, three and four year terms. Below is the list of our current board members. If you have any questions regarding GAPPA or a facility management issue, feel free to contact any of them. They have very broad experience and they are willing to share it with other members. If they don't have the answer, they can direct you to the right place.

President

Lee Richey
Kennesaw State Univ.
770-423-6675

Secretary

Don Alexander
Georgia Institute of
Technology
404-894-4235

Vendor Representative

Rod King
A.L.C. Controls
Wk: 770-421-3280

Two Year

Jim Graham
Coastal Plains Experiment
Station
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404-299-4420

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912-788-2349

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229-333-5875

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Three Year

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One Year

Phil Norrell
North Georgia College &
State Univ.
706-864-1451

Past President

Jim Brown
S. Polytechnic State Univ.
770-528-7256

For Address , Fax, and
Email address, please check
our Web site at:

WWW.GAPPA.ORG

Congratulations

Julio Canseco has been selected as the Physical Plant Director at North Georgia College and State University, replacing Phil Norrell who recently retired. Julio has been a member of the UGA Physical Plant Staff for the past 11 years. Prior to that he was a practicing architect in the Atlanta area. GAPPA offers our congratulations

Energy Management Bulletin (Cont')

(Continued from page 9)

offset by the benefits of lower operating costs, lower total life cycle costs and a superior working environment. However, with good planning, cost impacts are minimal. Emory University estimates one percent for its Whitehead Bio

medical Research Building - a project where the decision to go with LEED was made after construction had actually began! Other projects report zero to five percent.

- Catch the Wave; LEED™ is a growing trend
- Many LEED measures are easy to implement
- All are “good sense” things to do in your building
- Good for the project
- Good for the occupants
- Good for the environment
- Good for your bottom line

Aim to “LEED” on your next Project!

Energy Ace, Inc. provides [LEED Consulting](#) and [Building Commissioning](#).



con-

Wayne Robertson, Energy Ace, Inc.

Energy Cost Reduction Programs for Owners

“Open Protocol Technology Building Automation Systems (BAS) In a Campus Environment”

Forty Two people attended The December GAPPA workshop at Ga. Tech. The workshop covered the technical and contractual issues of open protocol-based BAS (such as LONWORKS® and BACnet). The Speaker was Carl Lundstrom, Vice President of Facility Services with E M C Engineers, Inc. Mr. Lundstrom has specialized experience in the areas of direct digital controls (DDC), energy management and control systems (EMCS), systems integration, building automation systems, and commissioning and retro-commissioning.. He is a major proponent of “open protocol” control systems. He holds a BS degree from Central Michigan University, and is a registered Professional Engineer in Georgia. Mr. Lundstrom is on the Board of Directors for the Building Commissioning Association (BCA) and is also Treasurer and on the Board of Directors of the Southeast Region Chapter. He is a member of ASHRAE, BCA, and AEE. He has taught numerous courses since 1993 for the University of Wisconsin, Professional Engineering Development, on "DDC for HVAC" and "LONWORKS®-based Controls for HVAC".



Don Alexander introducing Mr. Lundstrom.



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Georgia Association of Physical Plant Administrators

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 ture of people in the organization. He said this what make a great and successful organization. He added, you have dominant people, expressive ones, analytical ones, and amicable employees. You should build a team that poses personality types that compliment each others.
 Another aspect of being a good leader is to have a team that is eager to do work. We facilitate that by helping it feel renewed and appreciated.
 He closed the session by reminding everybody of the following points:

- **Value human assets.**
- **There is no “Quick Fix.”**
- **You need to be perfectly aligned to get the results your organization is currently getting.**
- **Principle governs. Build a system of values that the people value, nourish, and believe in it.**
- **We are interdependent.**

His last advise to the leaders was to be focus on the mission. He said that everybody needs to know what the mission is. You also must do the following:

- You must create the environment to empower your employees.**
- **Embrace and Integrate. Have “buy in” from employees.**
 - **Have weekly review of the progress.**



If you have material for the newsletter, please email it to me at Ga Tech. My Email address is :
 bill.halabi@facilities.gatech.edu