



Georgia Chapter of APPA
Leadership in Educational Facilities

GAPPA News

March 2015

“Transforming and Enhancing the Facilities Managers of the Future”

Jekyll Island 2015! convention is coming soon. Come and bring your experience and achievement to share with others.

The 2015 Trade Show will have 100 exhibitors and numerous other sponsors business partners who are bringing solutions, services and equipment that will help you get the most for your campus dollars.

There will be stipends provided for up to \$800 per individual, with a maximum of two stipends awarded per institution, to support travel and/or lodging for members. Registration deadline is May 1, 2015. Find the Institutional Registration form at

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Courtesy: Jekyll Island Authority

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Georgia Tech Plants are heading toward future Technology



Georgia Tech’s vision to develop a bio-medical research facility on their downtown Atlanta campus is quickly becoming a reality as the \$98 million Engineered Bio-Systems Building (EBB) is brought online in April 2015. To support the cooling needs of the facility, Georgia Tech has completed a 3,000 ton expansion of the existing 10th Street Chilled Water Plant.

The 10th Street Chilled Water plant was originally constructed in 1995 as part of the development associated with the 1996 Olympic Games. Expanded incrementally over the years, the plant capacity prior to this project was approaching 9,000 tons. Although the plant expansion was initially driven by the need for increased capacity on the north end of campus to serve the EBB, a major goal for Georgia Tech was to increase energy efficiency and reduce water consumption at the plant. Driving the goal for water reduction are the highest water rates in the nation at approximately \$29 per 1,000 gallons for water and sewer.

Georgia Tech has explored many water conservation options on campus and at their district energy facilities in order to reduce the strain placed on their energy budget by high municipal water rates. One such avenue applied with moderate success was using an on-site well to supply cooling tower make-up water. The well at the 10th Street Chilled Water Plant is capable of producing over 50 GPM of water and could provide a large percentage of the plant’s water needs throughout the year. However, the well water contained a high level of silica and became problematic to use with the traditional index chemistry water treatment system in place at the plant.



RMF’s design for the 3,000 ton chiller addition and various plant upgrades included a variable speed chiller, a field-erected cooling tower and

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various auxiliaries including a 1,700 ton waterside economizer. The single compressor chiller is designed to be the base-load machine in the facility, providing many run-hours at less than 0.4 KW/Ton. Coupled with the composite field erected tower, redundant condenser water pumps and GT's first medium voltage VFD, chilled water production at the plant will approach a new level of efficiency.

However in addition to the high productivity of this equipment, the system utilizes high-efficiency water softeners to deliver make-up water to the system. The water softeners remove the existing dissolved solids and the system relies on polymerized silica to inhibit corrosion making the existing high-silica well water a perfect fit. The high-pH system is biostatic and requires no chemical biocides, a pleasing side benefit.

Coupled with a parallel system installed on the city water main, the dual water treatment systems are capable of providing all of the make-up water needs at the 10th Street Plant and are designed to use a minimal amount of water in the softener backwash cycle, effectively reducing condenser water system blowdown from a standard 10% to less than 2%. Reducing the system blowdown is anticipated to save over 5M gallons of water per year. However, the largest factor in the cost savings is the ability to utilize the existing well water.

Considering water usage in 2011 as a baseline year, the 10th Steet Plant used 48M gallons of water with traditional index chemistry condenser water treatment at a cost of \$550,000. Assuming the 2011 load profile with an added



2,000 tons of load on the system, water usage would project to 57.6M gallons at a total cost of \$660,000.

Implementing the high-efficiency water softeners system is projected to reduce the water usage about 5M gallons (through reduced blowdown) and the existing on-site well can provide 20.0M gallons, which is requiring only 32.4M gallons of city water. After accounting for system operating costs, the projected annual savings up to \$230,000 .

Casey Charepoo: Associate Director-Utilities Maintenance

Georgia Institute of Technology

Newsletter Committee Chair and Editor:
Casey Charepoo
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The State of Facilities in Higher Education 2014

Sightlines' annual report, **The State of Facilities in Higher Education: 2014 Benchmarks, Best Practices, & Trends**, is coming soon!

Building upon the findings from [2013](#), this year's report analyzes powerful, new trends and benchmarks, and provides insight into the challenges impacting higher education, and how campuses fund and manage their facilities in light of these challenges. The 2014 State of Facilities report will provide institutional leaders with the industry-leading expertise they've come to expect from Sightlines and the strategies they need to know.

Below are a few key findings that you should expect to see in this year's extensive report:

- The impact of enrollment growth on campus space
- The key drivers that impact campus facilities and backlogs of deferred projects
- Construction age vs. construction vintage
- Capital investments by funding sources
- The status of project backlogs and the impact on operating resources
- The state of energy use and carbon emissions
- **And much more!**

The following graphic offers a sample of the data used to inform the trends in the 2014 State of Facilities report:



Key Takeaways



The large amount of buildings built from 1951 through 1990 (**51% of all space on campuses**) are nearing or have reached critical life-cycle thresholds. Additionally, this space tends to be of a construction vintage featuring components with relatively low expected useful lives. Some states are implementing policies to eliminate or replace these aging buildings. This “renovation through replacement” approach creates a powerful incentive for campuses to eliminate aging space with high levels of deferred maintenance and on-going maintenance costs. In some cases, campuses can eliminate underutilized space in poor condi-

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The State of Facilities in Higher Education 2014

tion. In other cases, when the building has mission critical functions, replacing the poor quality building with a modern facility may be less expensive in the long run.



At **\$5.07/GSF in capital spending in 2013**, institutions have been unable to secure enough capital funding to consistently get back to pre-recession levels, which were inching closer to **\$6/GSF** at the time. With state funding for public campuses and bonding for private campuses still unreliable, making annual stewardship (keep-up) investment that addresses building components as they come due a top priority is even more critical. The more a campus keeps-up with life cycles as they come due, the less the backlog grows. Sightlines' research shows that keeping up buildings can not only save money by extending life cycles of buildings, but also can give campuses more flexibility in the use of one-time capital funding when it becomes available. As a facilities best practice, many campuses are creating reserve funds so that money is available every year to steward buildings.



With backlogs growing (**up 17% since 2007**), no single strategy will work to reduce the project backlog and also anticipate future life cycle needs at campuses. Individual campuses and public policy makers need to consider developing capital plans that have two key elements. First, on a shorter-term tactical basis, the capital plan should address the immediate building needs that are already past due and are having a negative impact on the performance of the buildings and academic programs. Second, taking a longer-term view, a more strategic plan is necessary to balance the need to continue to address any remaining deferred needs, while also anticipating and addressing new life cycles as they come due. This dual approach will address the current deferred maintenance needs, but will also assure that campuses slow the rate of growth of deferred maintenance and are not put in the same situation in the future.



While the difference between actual funding for facilities operations and the rate of inflation may not appear to be large (**Actual – \$4.90/GSF; Inflation – \$5.27/GSF**), when multiplied by the 1 billion gross square feet in the Sightlines database, the shortfall amounts to **\$394 million**. With negotiated salary increases and the rising cost of health care, it is clear that most campuses have fewer staff to maintain and clean buildings and manage campus grounds than they did just six years ago.

As a result, instituting facilities operational practices that are proactive at extending the life cycles of key expensive building components like, HVAC, electrical systems and roofs becomes imperative. A Sightlines study of public universities in one U.S. state found that campuses that increased planned and preventive maintenance over time by 65% or more saw a 25% reduction in overall work orders. Proactive maintenance is not only a good idea when it comes to managing university facilities, it will save money in the long-run.

by Eric Nolan

**Newsletter Committee Chair and Editor:
Casey Charepoo
WWW.GAPPA.ORG**

The Most and Least Expensive States for Energy Costs

Last year, the U.S. Energy Information Administration's 2012 "[Electric Sales, Revenue, and Average Price](#)" [report](#) identified average monthly consumption in different regions of the U.S., and the [top and bottom five states for average electricity costs](#).

According to the EIA, energy consumption is at its peak in July and August, as Americans try to escape the heat. Rising consumption means rising cost, and while the ranking of most, and least expensive electric bills may be enlightening (shameless pun), it ignores other energy costs that account for 7.1 percent of an average consumer's total income. WalletHub has combined average monthly consumption and costs of electricity, natural gas, and fuel in every state to create a "Most and Least Energy Expensive States" guide for consumers.

EcoBuilding Pulse's interactive heat map displays where each state falls for total energy cost, ranging from \$301 (Colorado) to \$451 (Hawaii). Hovering over a state displays their overall rank, total energy cost, monthly electricity cost, monthly natural gas cost, and monthly fuel cost.

CHEAT SHEET:

Lowest and Highest Electricity Price (\$/kWh) States:

- | | |
|-----------------|-----------------|
| 1. North Dakota | 47. Vermont |
| 2. Washington | 48. Alaska |
| 3. Arkansas | 49. Connecticut |
| 4. Idaho | 50. New York |
| 5. Louisiana | 51. Hawaii |

Lowest and Highest Natural Gas Price (\$/1,000 cu ft) States:

- | | |
|----------------------|-------------------|
| 1. Colorado | 47. New Hampshire |
| 2. Oklahoma | 48. Maine |
| 3. Wyoming | 49. Florida |
| 4. Mississippi | 50. Arizona |
| T-5. Idaho / Montana | 51. Hawaii |

Lowest and Highest Fuel Price (\$/gallon) States:

- | | |
|-------------------|----------------|
| 1. South Carolina | 47. Oregon |
| 2. Alabama | 48. Washington |
| 3. Mississippi | 49. California |
| 4. Tennessee | 50. Alaska |
| 5. Arkansas | 51. Hawaii |

ecobuildingpulse.com | By Charlotte O'Malley

by [John S Kiernan](#)



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Most & Least Energy Expensive States

Americans will be wiping sweat off their foreheads this month, so get ready to crank up those air conditioners. July tends to be the hottest month of the year in the contiguous U.S., and as a result it has the highest energy consumption. With mercury rising, consumers can expect the heat to drain not only their energy supply but also their wallets.

In the United States, 7.1 percent of the average consumer's total income is spent on energy costs, including fuel, natural gas and electricity. And during the summer, when many Americans undergo major life transitions such as relocating to start a new job or start a family, the difference in energy costs among states becomes an important financial consideration.

Overall Rank	State	Total Energy Cost	Monthly Electricity Cost	Monthly Natural Gas Cost	Monthly Fuel Cost
			(Rank)	(Rank)	(Rank)
1	Colorado	\$301	\$83	\$48	\$171
			(5)	(17)	(18)
48	Georgia	\$403	\$123	\$63	\$217
			(40)	(36)	(45)
51	Hawaii	\$451	\$209	\$78	\$163
			(51)	(41)	(12)

Keep in mind that lower prices don't always equate with lower costs, as consumption is a key determinant in the total amount of an energy bill. In places with scorching summer weather but [cheaper electricity](#) like Southern Louisiana, households might end up with higher out-of-pocket costs than those in energy-expensive Northern California, where the temperate climate keeps heating and cooling units idle most of the year.

To help consumers make an informed decision, WalletHub has identified the Most & Least Energy-Expensive States. We used six key metrics to rank the states according to their tendency to produce the highest or lowest monthly energy bills. By doing so, consumers living in or planning to move to states with the steepest energy costs can effectively minimize their expenses while staying cool under the sun. Check out the Methodology section below for more detailed information on how we ranked each state.

By: [John S Kiernan](#)

<http://wallethub.com>

Newsletter Committee Chair and Editor:
Casey Charepoo
WWW.GAPPA.ORG

How the Georgia Tech Tree Campus USA Program Accelerated Environment Stewardship



As part of its long-standing commitment to environment stewardship, Georgia Tech established a Campus landscaping Master Plan in 2004, which was updated in 2006 and 2010, before being recognized as a Tree Campus USA in 2008 by Arbor Day Foundation.

www.space.gatech.edu/Landscapeplan/

The Landscape Master Plan provides guidelines for landscape developments and the following objectives:

1. To increase campus tree canopy to a minimum of 55%
2. To increase campus woodland coverage to 22%
3. To use predominately native plants or ecologically appropriate to this region for planting
4. To increase biodiversity in the plant population
5. To reduce storm water discharge into the Atlanta sewer system

In 2008, Georgia Tech was approached by the Arbor Day Foundation through the Georgia Urban Forest Commission (GUFC) to participate in the newly established national program “Tree Campus USA” sponsored by Toyota. This program is aimed at fostering the development of the next generation of tree stewards. “The program is designed to award national recognition to college campuses and the leaders of their surrounding communities for promoting healthy urban forest management and engaging the campus community in environmental stewardship.” To be recognized as a Tree Campus USA, the college campus must meet five core standards for sustainable campus forest:

1. Establishment of a Campus Tree Advisory Committee composed of students, faculty, staff and community leaders surrounding the campus. At Georgia Tech, the committee is composed of members from Facilities, CPSM, Parking, Housing, GTRI, students and faculty, Home Park and Vine City communities. It holds monthly meetings, developing and updating the Georgia Tech Tree Care Plan every five years and applying for the yearly recognition since 2008.

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How the Georgia Tech Tree Campus USA Program Accelerated Environment Stewardship

2. Provide a Campus Tree Care Plan Flexible enough to fit the campus needs and circumstances, including goals regarding tree planting, canopy cover, GIS Tree Inventory, maintenance, removal, etc. Georgia Tech's 2009 Tree Care Plan is used as a sample on the Arbor Day's website under Tree Campus USA application procedures. In 2012, Georgia Tech completed a GIS Tree Inventory showing that the campus has over 11,000 trees with 2" caliper or greater. The inventory also identified tree conditions, types, sizes, etc. and trees noted to be unsafe, were further evaluated and either removed, pruned or treated. For further information, visit www.facilities.gatech.edu , click on Operation & Maintenance and Tree Campus USA.

3. Have dedicated annual expenditures for its campus tree program. It was suggested that campuses work toward an annual expenditure equal to or greater than \$3.00 per full time student for tree related programs. Georgia Tech's full time student population is 21,500 x \$3.00 = \$64,500.00 expenditure to satisfy this condition. This means that most college campuses can satisfy the expenditure requirement. Georgia Tech's current expenditure is \$541,231.67.

4. Arbor Day observance is a day set aside to educate the campus community on the importance and benefits of trees on campus and the community at large, such as Earth Day.

5. Service Learning Project is an outreach project aimed at engaging students, faculty, staff and the communities surrounding the campus on tree related projects as a campus or community initiative, such as Tech Beautification Day (TBD).

By: Hyacinth B. Ide, Associate Director-
Landscape Services & Vehicle Management
Georgia Tech



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Casey Charepoo

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Chevrolet Supports Spelman College's Clean Energy Efficiency Initiatives

Colleges and universities across the country promote sustainability in higher education



ATLANTA (October 17, 2014) -- Spelman College has partnered with Chevrolet to build upon the College's mission to achieve climate neutrality. As a result of the College's sustainability initiatives, Spelman will sell the automaker carbon credits, which will net the institution up to \$100,000. In recognition of the partnership, Spelman will host a presentation with Chevrolet on Oct. 22, [Campus Sustainability Day](#).

Spelman is one of 12 colleges and universities to take part in Chevrolet's campus energy efficiency campaign to reduce carbon emissions and the only women's college, Georgia college and historically black college or university.

"Spelman has made significant progress in reducing our ecological footprint with the implementation of our Climate Action Plan and the integration of specific goals to achieve a 'greener community' into our Strategic Plan for 2017," said Spelman College President Beverly Daniel Tatum, Ph.D. "We are excited about our partnership with Chevrolet as it is recognition of Spelman's ongoing efforts to increase our stewardship of our natural resources."

The College began measuring its baseline greenhouse emissions in 2009. With its [Climate Action Plan](#), the College aims to reduce its greenhouse gas emissions 50 percent by 2031 (the College's 150th anniversary) and 100 percent by 2056. The Climate Action Plan provides a framework for the College to advance sustainability in four ways: educational, campus emissions, carbon reduction strategies and community outreach efforts.

"We are halfway to our 2031 carbon emissions goal of a 50 percent reduction. The funds from the Chevrolet Campus Clean Energy Campaign will provide a jumpstart for further reducing our greenhouse gas inventory," said Art Frazier, Spelman College director of facilities management and services.

Funds received from the sale of carbon credits to Chevrolet will be reinvested in campus energy efficient projects and technologies such as LED lighting and building retro commissioning to ensure Spelman buildings are energy efficient.

The agreement is part of a comprehensive voluntary carbon reduction initiative by Chevrolet launched in 2010 to prevent up to eight million metric tons of carbon emissions from entering the earth's atmosphere. The company is investing in community-based carbon reduction projects across the country. To date, all investments have been made through the purchase of certified carbon credits, from institutions such as Spelman, reflecting Chevrolet's desire to catalyze projects that represent a beyond business as usual commitment. Chevrolet will buy and retire the credits, meaning they will not be used to offset emissions related to specific Chevrolet operations or products – or those at any other site.

"Our Chevrolet carbon-reduction initiative reflects our commitment to do more than just manufacture efficient vehicles in a responsible way," said David Tulauskas, General Motors director of sustainability. "We want to support the [ingenious efforts](#) of colleges such as Spelman that are leading the clean-energy movement and engaging students along the way."

Spelman has reduced carbon emissions campus-wide with a series of energy efficient/clean energy measures such as lighting retrofits in several campus buildings, parking decks and on exterior pole lights; renovation of Laura Spelman Hall, which earned LEED Gold

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Clean Energy U: Colleges Celebrate Campus Sustainability Day

Colleges and universities across the country promote sustainability in higher education

certification in 2012; and central heating and cooling system upgrades.

Spelman students have also been engaged in aiding the College to go green. First-year students learn about the College's sustainability legacy and current projects during student orientation. The conversation continues with a series of First-Year Experience Sustainability Convocations that focus on teaching students how to "practice sustainability as a way of life." Sustainable Spelman interns promote campus sustainability issues by conducting workshop and commuter surveys, and managing the College's sustainability social media portals.

The United States Green Building Council works closely with institutions like Spelman that have made the shift to green building efficiency and LEED certification.

"USGBC is proud to support Chevrolet in this groundbreaking program that provides funding to campuses for reducing their greenhouse gases," said George Bandy, Jr., chair of the council. "We applaud Spelman College for their participation in this program and continuing to take a leadership role by making a choice to green their campus and change the world."

Beyond building efficient vehicles in a responsible way, Chevrolet is supporting the ingenious efforts of people across America helping lead the clean energy revolution. That includes those in the higher education community.

If what we're hearing today on [Campus Sustainability Day](#) is any indication of the momentum, there's a big commitment to leave a smaller footprint.

Six more colleges from Portland to Boston today announced their clean energy progress. They're part of our [Clean Energy Campus Campaign](#) where they are selling carbon credits to Chevrolet – a [pathway](#) we opened up through the help of Climate Neutral Business Network and many other organizations.

That money goes toward their continued investment in clean energy technologies for an even broader effect. And, we retire the credits to benefit the environment, meaning they will never be used to offset emissions related to our vehicles or operations.

Take a look at how these colleges are reducing greenhouse gas emissions, engaging their students and spreading awareness of the benefits of a clean energy future. From LEED-certified rec centers and onsite renewable energy to eliminating coal and upgrading parking deck lighting, these campuses are demonstrating they're at the top of their class.

[Portland State University](#), [Spelman College](#), [University of Illinois at Chicago](#), [University of Wisconsin – Steven's Point](#), [Boston University](#), [Rochester Institute of Technology](#)

They join six others that have recently announced their involvement in the campaign: [Ball State University](#), [Valencia College](#), [University of Illinois at Urbana-Champaign](#), [Grand Valley State University](#), [Spelman College](#) and [Southern Oregon University](#).

Audrey Arthur-Spelman College
aarthur3@spelman.edu

Newsletter Committee Chair and Editor:

Casey Charepoo

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Georgia Tech is now in the process of becoming an Arboretum Campus

The recognition of Georgia Tech as a Tree Campus USA signifies its commitment toward environmental stewardship by developing tomorrow's leaders—students. Some of the benefits of Tree Campus USA at Georgia Tech are:

1. The creation of the Tree Campus USA Advisory Committee was most challenging and also very rewarding. It brought staff, students, faculty & committee leaders under one roof to plan and execute programs that have serious impact on our environment, such as tree replacement, tree safe zone, tree removal, etc..

2. Conducting Tech Beautification in March/April as the Service Learning Project and Arbor Day observance exposes students to most aspects of environmental stewardship by participating in tree plantings, shrub planting, mulch & pine straw spreading, etc. to beautify the campus. TBD

also provides over 1,500 hours of free labor per year to Georgia Tech, about \$27,000 each year.

3. It helps to accelerate the implementation of the Georgia Tech Campus Landscape Master Plan

objectives of increasing tree canopy cover to a minimum of 55%, increasing woodland to 22% etc.

4. It sped up the development and implementation of the GIS Tree Inventory which was completed in 2012 as part of the Tree Care Plan goal. Staff are now trained and capable to update the database as new trees are planted, pruned, treated or removed. It also revealed the actual



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Georgia Tech is now in the process of becoming an Arboretum Campus

number of trees, types, conditions on campus from 7,000 in 2008 to 11,000 in 2012 when it was completed. Thus providing a better understanding on what we have to work with and the resources required.

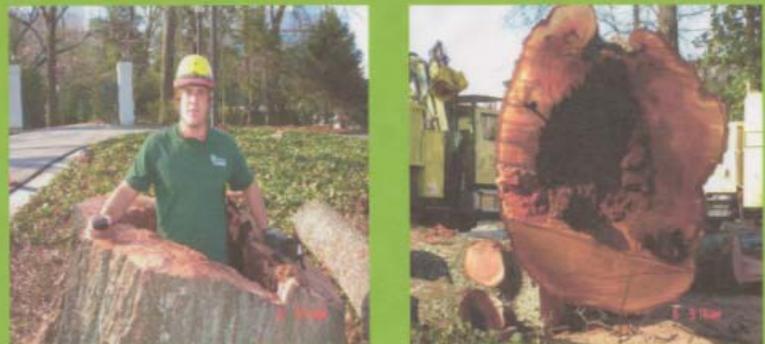
5. Georgia Tech is now in the process of becoming an arboretum campus because we now know the value of our campus trees resulting from the GIS Tree Inventory as one of the goals in the Tree Care Plan.

6. The GIS Tree Inventory is a living database and will be updated at regular set intervals.

7. Having armed with valuable information on campus trees, Georgia Tech will develop and implement a Campus Tree Management Program as part of its strategic Plan to include a five year pruning cycle, providing adequate equipment and trucks, a well-equipped maintenance shop, new planting, fertilizer, disease and insect control. Georgia Tech will use tree pruning cost estimator table 12-2 (calculation of annual pruning cost) from Robert W. Miller's book, second edition titled "Urban Forestry: Planning and Managing Urban Green-spaces", page 270 to determine the cost. In conclusion, it's a win-win situation to be recognized as a Tree Campus USA. Georgia Tech already had most of the 5 core standards required; therefore it was just a matter of putting the information together. The biggest challenge is forming the Tree Campus Advisory Committee which requires getting people from various departments' together and recruiting students every semester as members graduate. The committee members are very grateful for the support of the Administration in environmental stewardship programs at Georgia Tech.

By Hyacinth B. Ide, Associate Director-
Landscape Services & Vehicle Management
Georgia Tech

Hazard & Emergency Tree Removal:



Newsletter Committee Chair and Editor:

Casey Charepoo

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LAKE LOUISE BOARDWALK PROJECT AND VALDOSTA STATE UNIVERSITY

VALDOSTA – The Georgia Chapter of American Society of Civil Engineers (ASCE) has recognized Valdosta State University and design engineers for improvements to the Lake Louise Environmental Research Station. ASCE will present Innovate Engineering Solutions, Crews Engineering and VSU with the Outstanding Civil Engineering Award for Natural Environment during its annual meeting and awards ceremony in Atlanta Saturday, Sept. 20.

“The award for the design and construction of the Lake Louise station boardwalk and teaching pavilions is well deserved,” said Dr. David Bechler, VSU professor of biology and overseer of the research station. “Innovate developed a half-mile long board walk and two well-planned pavilions through a complex and difficult wetlands that have served to enhanced science classes, research projects and outreach programs at the Lake Louise station. Activities at the field station that could not be carried out in the past are now taking place and faculty and graduate students are now better able to work and interact with students teaching them about the value of such wetlands and carrying out research that in the past would have been very difficult or impossible to do.”



Prior to the improvements to the boardwalk, it had not been replaced since the mid-1990s, according to Bechler. The new boardwalk, which is built with treated lumber, is expected to last for at least 20 years.

“The all-wood boardwalk is one of the longest in the South Georgia and North Florida region and also includes more than a mile in access roads and a new wood vehicle bridge for emergency access,” said Robert Tindall, associate director of the facilities planning. “The entire walk meets ADA accessibility guidelines and features two covered shelters for class instruction, teaching or simply sitting to enjoy the natural beauty.” The expansion was a \$244,240 investment.

“To be recognized by peers and fellow engineers for a project that you designed – especially one that deals with protection of the environment – is very satisfying,” said Bill Kent, president and principal engineer of Innovated Engineering Solutions. “Members of the VSU community should be proud to know they are doing things that are recognized for protection and conservation. This project was particularly meaningful to me because I know the importance of an education and good facilities. I am a big supporter of VSU and to be selected to be a part of something that is geared toward research and education is great.”

The home of research dating back to the late 1960s as well as published studies dating back to the 1970s, Lake Louise is a blackwater lake located nine miles south of Valdosta. Scientists and scholars have studied sediments found throughout the lake to make important discoveries that range from change in vegetation types, to water quality and climatic events such as hurricanes. Improvements made to the station now allow classes and researchers to walk completely around the lake using the boardwalk, the road and the new bridge.

Malynda Dorsey Communications Specialist

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Ready for a Promotion? Pass These Two Tests

When you have a capable person to promote in your company, there's no such a thing as "appropriate tenure." Sure, it's ideal when internal candidates have logged two or three years to prove their mettle in good times and bad. But in today's high-demand global marketplace, talented people are so hard to retain and Gen-Yers and millennials have so little tolerance for dues-paying assignments, why would any company put a high-performer through unnecessary paces just to satisfy a bureaucratic requirement? That uncompetitive practice is a throwback to the days when an employee's time served could, and often did, trump his value added.

So, should your bosses come to you to defend the decision to promote an internal star early on rather than hiring from the outside, remind them of the talent wars, then mention something else they may already know. Promotion is more art than science. You can never be sure a candidate—regardless of tenure—will succeed. You can only know if he has passed two simple tests.

The first, obviously, concerns performance. Does the candidate consistently post superior results? We're not just talking numbers. Superior results also mean a person has expanded his job duties and brought insights to the team, be they about work processes, market challenges, or unseen opportunities. Basically, superior results mean a person has overdelivered—a leading indicator that he's ready for more.

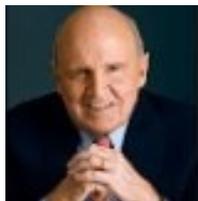
The second test concerns values. Does the candidate consistently demonstrate the behaviors the company wants to see from its leaders? Is she customer-focused? Does she share ideas? Different types of companies have different values. But when it comes to promotions, the question about values is the same. Does the candidate live and breathe them?

Now, even if a short tenure candidate passes both tests, you might want to examine one last factor. Did the candidate arrive with a "tailwind"—perhaps a backlog of orders or a high-functioning team left by his predecessor? You shouldn't hold good luck against your candidate, though it merits consideration.

In the big picture, your instinct should always be to promote a strong internal candidate sooner rather than later. It's good for the individual, who gets to build new skills without the nonsense of marking time. And it's good for the organization. Promoting young insiders is a fast way to attract good people to your ranks; indeed, it will help make you a talent magnet. Best of all, it keeps your top performers inside. Granted, you may not get every promotion right, but you can be sure that nudging your high-fliers into the open arms of your rivals is an "appropriate tenure" policy you'll live to regret.

By: Jack Welch

Executive Chairman, Jack Welch Management Institute at



Strayer University

Newsletter Committee Chair and Editor:
Casey Charepoo
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3 Tips for Building a Team that Leads to Your Success

Tip #1

for building a team that builds success. If you're trying to understand how to build a team that builds success, you should first pinpoint the mission of the business. Only when you have a clear understanding, as a leader, of the mission of the business, can you build the right team. When you can clearly identify and emotionally connect with the mission, you are able to identify the right people who are best-suited to support the success of the business.

Depending on the mission statement of the business, you may need to focus on building a team of creatives, analytics, intellectuals, or spiritualists. For example, a PR (public relations) firm wouldn't necessarily build a team of spiritualists; that personality would be better suited for a business that is motivational or inspirationally based. A PR firm would more likely hire creatives and intellectuals. Another example of personality matching would be an accounting firm; they would look to building a team of analytical members, not necessarily creatives or spirituals.

Always start with the mission of the business, and then build your team. Let's say you need an assistant to travel with you to help you with live events such as seminars and guest appearances. An important personality factor would be to ensure the team member has the following qualities:

- **Reliable and punctual**
- **Great organizer**
- **Keeps you calm under times of stress**
- **Takes care of the small details so you don't have to**
- **Love meeting new people**
- **Lhas a personable, magnetic personality**

Tip #2

for building a team that builds success. Think about the areas of your business where you struggle and could obviously use the help. Make a list of those tasks you would like or need help with and then look for those strengths in potential candidates. Additionally, take into consideration the kind of personality you tend to gravitate towards. Do you enjoy being with people who are: Funny? Serious? Energetic? Go-Getter? Talker or silent-type? Make a list of the kind of personality you tend to enjoy the most and then look for those additional traits in candidates.

Unfortunately, interviews are not the ideal situations to explore personality traits, since potential candidate are generally nervous, but you could ask them to complete a personality profile as part of the application process.

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3 Tips for Building a Team that Leads to Your Success

There are several sources for free or low-cost personality screens, but the Myers-Briggs Personality (MBP) Test is best suited for career related insight.

Are you worried about how a potential candidate will fit in with an existing team? While this is a viable consideration, it should not make or break your decision. You, better than anyone, knows what your business needs to succeed. The bottom line is that your team needs to learn how to work as team - and you should support them in achieving that goal. If by chance you have a team with conflict, do not let it go unnoticed. Address it immediately by listening to the concerns of the team and then offering constructive solutions.

Tip #3

for building a team that builds success. When building a team that builds success, you should have a good understanding of the strengths and weaknesses of each individual member - including your own! You may have to do some experimenting to find the right match, but if you pay attention, you will build a team that supports you - and each other. For example, say a team member is great behind the scenes, but chokes in public settings. They may be better suited in the office, responsible for administrative tasks such as bookkeeping, emails and answering phones. At the same time, if you have a team member that gets bored easily, appoint them to be your assistant. Take them with you on the road, give them a variety of duties that change from day to day, and put them on the spot with last minute errands. That will keep them on their toes, and their boredom at bay.

You'll find that your business runs far more efficiently when you have properly assigned your team members to tasks that suit their personality and feed their interests. Boredom and complacency is one of the fastest ways to kill the success of your business.

By: Anne Bachrach

Accelerate Your Results with The Accountability Coach™



***Newsletter Committee Chair and Editor:
Casey Charepoo
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Left to right:

Kelly Wilson – Columbus State University

Tim Aldridge – UNG Oconee Campus

Katherine Hines – UGA Athens



Art Frazier – Spelman College

David Jongebruer – UGA Griffin Campus

APPA Drive-In Workshop hosted on the campus of Spelman

On October 2nd, more than 60 facilities personnel from Georgia and Tennessee attended an APPA Drive-In Workshop hosted on the campus of Spelman College.

This Drive-In Workshop is a training concept from APPA designed to support our staff education needs at a time when resources are difficult to come by for employee training.

This four-hour program is designed to allow local professionals to drive in mid-morning for several short sessions, advance their understanding of the latest facilities technologies and network with peers, and get back to their work and home quickly and conveniently with little, if any, travel costs. The workshop was facilitated by APPA Business Partner, Siemens, and the presentations included:

- **Delivering the Customer Experience**
- **Building Energy Management Systems**
- **Data Management and Strategic Energy Planning**
- **Chiller Plant Optimization**
- **Green Labs, Lab Controls**
- **Demand Flow, Ventilation for Labs**
- **Diversity and Inclusion**



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VSPMA Conference-2014



Casey Charepoo, Assoc. Director of Utilities Maintenance, was invited to speak to the Virginia Schools Physical Plant Managers Association annual conference in Norfolk, Virginia on Tuesday, October 21. Casey was in Richmond teaching the APPA Supervisor’s toolkit program that week, and was able to make the trip to Norfolk to address the group. He discussed the exciting initiatives that our Georgia Tech Operations and Maintenance department has recently undertaken such as training all managers and second-level supervisors, preventive maintenance program review, plant renewal projects utilizing only internal talent, and service contract optimization, among other topics.

Thanks.

Mark

Mark Demyanek

AVP, Facilities Management / O&M

Georgia Tech

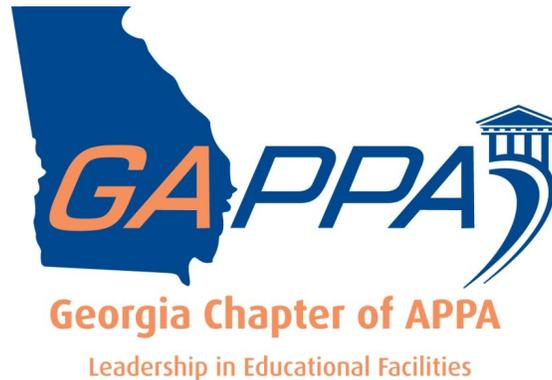


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2015 GAPP A ANNUAL MEETING AND TRADE SHOW



JEKYLL ISLAND CONVENTION CENTER
JEKYLL ISLAND, GA
MAY 23 – 27, 2015

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Letter from the President

GAPPA Members:

Hard to believe that another year has gone by and it is time to register for the **32nd Annual Meeting** of the Georgia Chapter of AP-PA (GAPPA). This year the annual meeting and trade show will begin with an opening seminar Saturday afternoon, May 23, and will wrap up with our concluding session by noon on Wednesday, May 27, 2015.

We are all aware of the fiscal issues the state and the country are facing and all of these issues flow directly to our business affecting the way we care for our people and facilities. This year the theme for the conference is “Transforming Facilities Managers of the Future.” As the theme suggests, this meeting is an opportunity to learn and share innovative solutions and processes that will help us prepare our staffs, our facilities and the environment for the future. Register today to attend a beneficial educational conference that will help you manage through these difficult and challenging issues.

In addition, the 2015 Trade Show will have 100 exhibitors and numerous other sponsor business partners who are bringing solutions, services and equipment that will help you get the most for your campus dollars. Our business partners are an important component in helping to find the most cost effective solutions to our institution’s facility needs, and attending the Trade Show and visiting with our other sponsors are exceptional ways to explore and compare many innovations.

The GAPPA Board recognizes that institution budgets, and in particular travel funding, is extremely tight, so we have again approved and set aside funds for stipends this year to help support your travel to the **2015 GAPPA Annual Meeting and Trade Show**. The stipends will provide up to \$800 per individual, with a maximum of two stipends awarded per institution, to support travel and/or lodging for members. I encourage you to apply early for a stipend, as there are a limited number of stipends available. Complete details are in listed in the pages following.

So, plan to join us and bring a co-worker to this exciting and beneficial opportunity including:

- A broad spectrum of **educational sessions**,
- Keynote speakers** representing national APPA,
- Opportunities for **peer networking**, and
- A chance to learn **industry innovations** from business partners.

Come learn from your peers and industry leaders, and carry new ideas back to your institutions. We hope to see you all at Jekyll!

Sincerely,
Art Frazier
President

Newsletter Committee Chair and Editor:
Casey Charepoo
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GAPPA Scholarship Application

Purpose: To provide financial assistance to qualifying association members who strive for job enhancement through education, training, and related professional development.

Criteria: The Scholarship is available for persons employed full-time in the field of facilities management for at least 12 months at a GAPPA member institution. Preference will be given to persons who plan to continue a career in facilities management and who display high motivation and leadership ability. Applicants must submit a scholarship application on this form. Applicants must receive an approval signature from their supervisor prior to submitting final paperwork to GAPPA. Please visit <http://www.gappa.org/scholarship/index.shtml> for more details.

Directions: Please complete the application below and return to: Todd Bermann
Director of Facilities – North , University of North Georgia

290 Sunset Dr. , Dahlonega, GA 30533

Wk: 706-864-1450 Fax 706- 864-1454, Email: todd.bermann@ung.edu

First Name: _____ Last Name: _____

Institution: _____ Title: _____

Address: _____

City: _____ State: _____ Zip/Postal Code: _____

Phone: _____ Email: _____

Years in Facilities Management: _____ years. Original Employment Date: _____

Supervisor's Name: _____ Supervisor's Signature: _____

Category of educational and training experience you wish to attend:

A. _____ APPA Institute for Facilities Management B. _____ APPA Leadership Academy

C. _____ Other, please define: _____

Brief description of why this training is relevant to your job. _____

I hereby certify that the above information is complete and correct. I state that it is my intention to remain in the facilities field, and I am applying for this scholarship to benefit my institution and to enhance my professional life. I promise to make every effort to satisfactorily complete any and all coursework associated with my scholarship.

Signature: _____ Date: _____

Newsletter Committee Chair and Editor:

Casey Charepoo

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Proposed Schedule

Saturday, May 23, 2015

- 12:00 pm - 6:00 pm Registration
- 2:30 pm - 5:00 pm Pre-Conference Workshop

Sunday, May 24, 2015

- 7:30 am - 2:30 pm Golf and Tennis Outing
- 12:00 pm - 6:00 pm Registration
- 12:00 pm - 7:00 pm Hospitality Suite/Cyber Café
- **3:30 pm – 6:30 pm Trade Show Open**
- 6:30 pm - 7:00 pm Cocktail Reception
- 7:00 pm - 8:00 pm Exhibitor Appreciation Dinner
- 7:30 pm - 10:30 pm Casino Night

Monday, May 25, 2015

- 8:00 am - 1:30 pm Registration
- 8:30 am - 9:30 am Opening Breakfast and Annual Business Meeting
- 9:30 am - 3:30 pm Hospitality Suite and Cyber café
- **9:30 am - 12:30 pm Trade Show**
- 12:30 pm - 1:30 pm Lunch—Attendees and Exhibitors
- 1:30 pm - 2:30 pm Educational Sessions A or B

Tuesday, May 26, 2015

- 8:00 am - 3:30 pm Registration
- 8:00 am - 4:00 pm Hospitality Suite and Cyber café
- 8:00 am - 9:00 am Educational Sessions A or B
- 9:30 am - 10:30 am Educational Sessions A or B
- 11:00 am - 12:00 pm Educational Sessions A or B

Newsletter Committee Chair and Editor:

Casey Charepoo

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Proposed Educational Sessions

Saturday, May 23, 2015

Intro and "Sustainability Acronym Soup," Art Frazier, Spelman College.

"A Path to Sustainability: A Framework for Starting Sustainability on Your Campus," Anne Rogers, Georgia Institute of Technology

"Georgia Power Company solar program overview," George Dobbins, Georgia Power

"LED Lighting – Facts, Fiction and where it is going," E.W. Dovel, Orion Energy Systems

Monday and Tuesday, May 25 and 26, 2015

"Designing, Operating, Maintaining and Retrofitting the Laboratories of Tomorrow," Chris Stripling, Siemens; Art Frazier, Spelman College

"In House or Outhouse." Better understanding the many aspects and consequences of water damage,

Greg Day, Northridge Restoration; Bill Moody, University of North Georgia

"Evolution of a Project Quality Control Program," Justis Brogan, McCarthy Building Companies; Bob Toomy, Georgia State University

"The Future of BOR Master Planning," Alan Sanderson, Valdosta State University; Jackson Kane, Lord Aeck Sargent

"BIM/ Asset Management for Facilities Maintenance (using Penn State University South Halls Residence Halls as a case study)" Janet Brooks, Clark Nexsen; Craig R. Dubler, Penn State University

"Designing for the 21st Century: Addressing Barriers in the Physical Environment," Maryjane Stout, ISES; Russ Seagren, Georgia State University; Judith Emerson, Georgia State University

"How to leverage your Cx agent to implement data into a Work Order/PM software package and how facility managers will use this information for planning, maintaining, and reporting," Vance Nall, RMF Engineering; Aaron T. Groseclose, RMF Engineering; Abdul Molmen, Georgia State University

"Campus underground storm water detention systems," Tom Dunaway, W.R.Toole Engineers; Fred Ricketson, University of West Georgia

"Custodial Cleaning Without the Use of Cleaning Chemicals," Jack Adleman, Southeast Link

"Improve Efficiency and Reduce Clutter with Facility Management Database Technology," Michael Biggs, Whiting-Turner

"How to help your staff to realize both personal and professional growth,"

Casey Charepoo, Georgia Institute of Technology

"Understanding How Building Information Modeling (BIM) is Transforming Project Delivery," Gil May, Gil May Architecture; Melanie Ford, University of Georgia

"Meeting Tomorrow's Green Campus Needs Through Professional Grounds Certification,"

Hyacinth Ide- Georgia Institute of Technology; Bill Halabi, Georgia Institute of Technology

"LET'S GET LEAN!" Charlie Garbutt, Garbutt Construction

"DEALING WITH HISTORIC PROPERTIES: Renovation, Stabilization, Removal, Demolition, and Documentation," Alan Sanderson, Valdosta State University; Vic Douglas, Valdosta State University; Walter Altman, Altman & Barrett Architects

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GAPPA 2015 Conference

Transforming Facilities Managers of the Future

GAPPA 2015 Tradeshow
May 24 - 26, 2015
Full Event: May 23 - 27, 2015
Memorial Day Weekend

Exhibitor/Sponsor Application Packet

(Open for detailed conference information, exhibit layout, etc.)

GAPPA 2015 Tradeshow Hours:

Sunday - 4:00 PM - 6:30 PM

Monday - 9:30 AM - 12:30 PM

Setup Times:

Saturday - 12 PM - 6 PM

Sunday - 12 PM - 3 PM

Breakdown:

Monday - 12:30 PM - 5 PM

Registration Includes:

- One booth - 6' table, 2-chairs, waste basket, pipe and drape, 1 standard electrical connection; or One Sponsorship
- Up to two tickets to Sunday Exhibitor Appreciation Dinner
- Up to two Tickets to Monday Exhibitor Lunch
- Educational sessions offered on Saturday afternoon, Monday afternoon, and all day Tuesday

Registration Deadline

- Exhibit Booth - Early Registration deadline for exhibit booth is Friday, **January 16, 2015**.
- Sponsorship - Registration deadline for sponsorship is Friday, May 1, 2015.

Payment options: For your convenience **PayPal** is once again an option for those who prefer to pay via credit card, no account is needed and there are no transaction fees. If you prefer to pay by check, please select that options to view remittance information.

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Guest Schedule

Sunday, May 24, 2015

- 6:30 pm - 7:00 pm Cocktail Reception
 - 6:30 pm - 10:00 pm Children's Program/Dinner
- 7:00 pm - 10:30 pm Exhibitor Appreciation Dinner and Casino Night

Monday, May 25, 2015

9:30 am - 11:30 pm Bingo (Guests Only)

Tuesday, May 26, 2015

- 8:30 am - 10:00 am Guest Tour – Dolphin Tour
 - 12:00 pm - 1:00 pm Lunch—Tour Attendees Only
 - 6:30 pm - 7:30 pm Cocktail Reception
 - 6:30 pm - 10:00 pm Children's Program/Dinner
- 7:30 pm - 10:00 pm Annual Awards Banquet and Entertainment

Wednesday, May 27, 2015

- 8:00 am - 9:30 am Closing Breakfast
- 10:30 am - 12:30 pm Experience Exchange and Closing

Tour is limited to the first 32 guests to register. Those purchasing guest package have first priority.

Cost

With Guest Packages	\$0 (included in reg. fee)
Adult Tour Only	\$25
Child Tour Only	\$10 age 12 and under (<i>Age 16 & under must be accompanied by an adult</i>)

Lunch - 12 p.m. at the Convention Center, with GAPPA attendees

See dolphin frolicking in their natural habitat as you explore the marshes, the sound and tidal rivers. Comfortable, shaded tour boats offer plenty of move-about room to get a great view of these delightful creatures. The captain and crew share an entertaining overview of our coastal environment, captivating young and old alike on this wonderful water excursion -- see you on board!

Our ever-so-popular 90 minute narrated adventure is a "must-do trip"! Participate with the crew in our dolphin survey and learn about these playful creatures of the sea. Our boats are sun protected and USCG certified with restrooms aboard.

Bring Your Camera, Bottled Water and Sunscreen



Dolphin Guest Tour

Tuesday, May 26, 2015

Departs from the Jekyll Wharf

8:30 - 10:00 a.m. (8:15 check-in)

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Travel Stipend Directions

GAPPA is offering travel stipends for up to \$800 per individual and up to \$1600 per institution to support travel and/or lodging for members who attend the 2014 GAPPA Annual Meeting and Trade Show.

Application Guidelines

Travel Stipend application deadline is **April 24, 2015**

E-mail application to gappareg@gmail.com

Brief Description of Need (e.g. Member institution has no money budgeted for travel expenses due to current financial situation, or will enable additional attendee from institution)

Expenses the Travel Stipend Covers

Mileage to and from member institution to Jekyll Island at \$0.565 per mile or current GA rate

Hotel lodging (single room rate)

Meals not included at event

Expenses NOT Included in the Travel Stipend

Conference registration fees

Membership dues

General Eligibility (Institution must be current on dues)

Applicant must be current employee of a member institution.

Applicant must also complete and submit the member registration form for the 2015 GAPPA Annual Meeting & Trade Show. [Stipend application does not constitute registration for conference.](#)

Reimbursement to Member Institute

Reimbursement will be post Annual Meeting and Trade Show

Submit request by e-mail to gappareg@gmail.com, or fax to 706-864-1454

Requests must be received by **July 31, 2015**

Note: Travel stipend applications will be taken on a first come basis and will be approved based on description of need. Total allocation is limited to 30 stipend allowances.

Newsletter Committee Chair and Editor:

Casey Charepoo

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Travel Stipend Directions continued

Travel Stipend Application

1	Name and Title:	
2	Institute:	
3	Address:	
4	Address:	
5	City, State, Zip:	
6	Email:	
7	Telephone:	
8	Description of need:	

Other Information (not required for application)

1	Most recent GAPPA Annual Meeting you attended (year)?	
2	Number of other individuals attending the 2014 Annual Meeting from your institution?	
3	Are you an APPA representative, associate member or neither?	
4	Did you receive a travel stipend for the 2013 Annual Meeting?	

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Hotel Rates

Consult with individual hotels regarding "Minimum Stay Requirements, Resorts Fees, Cancellation Fees, Etc."

Hotel Name	Dates	Type of Rooms	Per Night Rate
Comfort Suites, Brunswick 912-267-4440	May 22 - May 27	2 Queen Beds Suite	\$109.00
	May 22 - May 27	1 King Bed Suite	\$99.00
Days Inn & Suites 912-635-9800	May 22 - May 27	Islandside Guestroom	\$119.00
		Oceanside Guestroom	\$139.00
		Oceanside Suites	\$209.00
Holiday Inn Resort - New 912-635-2211 877-834-3613	May 22 - May 27	Islandview Guestroom	\$155.00
		Oceanview Guestroom	\$175.00
		Oversized Oceanfront Guestroom	\$205.00
		Ocean Front Suite	\$245.00
Hampton Inn & Suites 912-635-3733 800-426-7866	May 22 - May 27	Standard Room	\$184.00
		Studio Suite	\$209.00
Jekyll Island Club Hotel 800-535-9547 912-635-2600	May 22 - May 27	Club Double	\$199.00
		Club Queen	\$229.00
		Traditional King	\$259.00
		Deluxe King	\$289.00
		Suites:	
		Annex	\$319.00
		King Jacuzzi	\$339.00
Club	\$359.00		
Deluxe	\$389.00		
Quality Inn & Suites 912-635-2202	May 22 - May 27	Deluxe w/ 2 Queens	\$114.00
		Efficiency w/2 Queens	\$124.00
		One Bedroom Suite	\$134.00
		Two Bedroom Suite	\$154.00
Sea Palms Resort, St. Simons 800-841-6268	May 22 - May 27	Deluxe Guest Room	\$159.00
		Executive Studio	\$169.00
		One Bedroom Suite	\$209.00
		WP 3 Bedroom Suite	\$399.00
Villas by the Sea 800-841-6262	May 22 - May 27	Mini Villa/Studio Islandside	\$149.00
		1 Bedroom Islandside	\$164.00
		1 Bedroom Oceanside	\$184.00
		2 Bedroom Islandside	\$229.00
		2 Bedroom Oceanside	\$249.00
		3 Bedroom Islandside	\$309.00
		3 Bedroom Oceanside	\$319.00
Westin Jekyll Island - New 912-635-4545	May 22 - May 27	Island View	\$219.00
		Ocean View Suite w/Balcony	\$369.00

<https://www.starwoodmeeting.com/Book/GAPPA>

***Newsletter Committee Chair and Editor:
Casey Charepoo***

2015 Booth Assignments - Alpha

90	2WR of Georgia, Inc	72	ISES Corporation
60	AAF International (American Air Filter)	12	JMA Architecture
31	Acuity Brands	74	John Q. Bullard Assoc. Inc.
20	Air Analysis of Atlanta, Inc. (AAI)	98	Johnson Controls
70	AirEnergy, Inc.	99	Johnson Controls
13	Ajax Building Corporation of Georgia	25	Johnson Spellman
28	Allegion	49	Juneau Construction Company
82	Assa Abloy Door Security	38	KSi/Structural Engineers
87	Automated Logic	5	Manning Commercial / Amtico
37	BBMK Contracting - Blue Team Restoration	11	Matheson-Ball
76	BELFOR Property Restoration	88	McMillan Pazdan Smith
89	Borie Davis, Inc.	14	Mechanical Products, Inc.
85	Bradfield Rihards Rhodes	52	Michael E. Clark and Associates, Inc.
92	Calloway Engineered Systems	39	Mike Nix and Associates
27	CDH Partners, Inc.	77	Mingledorffs Inc.
71	Centennial Contractors	78	Mingledorffs Inc.
53	Chris R. Sheridan Company	30	Miracle Method Surface Refinishing
66	Clark Nexsen, PC	42	Multivista
73	CLASSIC GROUNDCOVERS, INC	93	NBP Engineers, Inc.
2	Club Car, LLC	46	New Restorations
18	Connectrac	19	NORTH RIDGE RESTORATION
84	Control Concepts LLC	35	OFS Brands

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2015 Booth Assignments - Alpha

36	Cooper Carry	44	Parrish Construction Group
100	Creative Facilities Solutions	69	Piedmont Construction
58	Daikin Applied Georgia	79	Pieper O'Brien Herr Architects
59	Daikin Applied Georgia	21	Polygon
29	Dyson	83	Pond & Company
55	EPIC Response	32	Raymond Engineers
61	Flynn Finderup Architects	23	ReNew Solutions Commercial
17	Foresite Group	15	Repcos Sales of Georgia
68	Freudenberg Filtration Technologies	50	RMF Engineering, Inc.
65	Full Circle Restoration	75	Rochester & Associates, Inc.
3	Gale Associates, Inc.	94	Siemens Industry, Inc.
62	GCP	56	Sika Corporation
67	GeoBriteLED, llc.	9	Southeast Pump & Equipment, Inc.
6	Geo-Hydro Engineers, Inc.	1	Spencer Bristol Engineering
95	Georgia Power - Energy Services	24	Stevens & Wilkinson
97	Georgia Power - Power Services	34	Studio 8 Designs
96	Georgia Power Company	63	Terracon Consultants
51	Georgia Safe Sidewalks	26	Trane
45	Gleeds	81	Travis Pruitt & Associates
40	Goode Van Slyke Architecture	43	Tremco Roofing & Building Maintenance
10	Goodwyn Mills and Cawood	47	Turner Construction
80	Green Air Environmental	41	Universal Restoration Services
54	Griffith Engineering, Inc.	48	Unlimited Restoration
33	Harry Warren	7	Victaulic
91	Heat Transfer Systems	16	W. R. Toole Engineers, Inc.
86	Hubbell Lighting	22	Wausau Window & Wall Systems
57	Hussey, Gay, Bell & DeYoung	64	WayPoint Systems
4	Interface Carpet	8	Whiting-Turner Contracting Company

Newsletter Committee Chair and Editor:

Casey Charepoo

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