

# SIX-YEAR FACILITY PLAN

*A project directed by RCW 43.82.055*

## Project Charter

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Final – 1/21/2008



Office of  
Financial Management

In cooperation with:  
**GA** | General Administration  
STATE OF WASHINGTON

SIX-YEAR FACILITY PLAN

# Project Charter

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## Document Revision History

Version Number	Date	Description
1.0	1/2/08	First draft of plan created
1.1	1/4/08	Revised draft
1.2	1/7/08	Feedback incorporated
1.3	1/8/08	Feedback incorporated/draft completed
1.4	1/10/08	Final GA/OFM feedback incorporated/draft revised
1.5	1/12/08	Incorporated revisions and feedback from legislative staff
1.6	1/17/08	Review completed by OFM communications staff and feedback incorporated.
1.7	1/21/08	Final formatting completed.

Questions or Comments?

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## **PROJECT STATEMENT**

The Office of Financial Management (OFM), in cooperation with the Department of General Administration (GA), shall develop and publish a statewide six-year facility plan as directed by RCW 43.82.055 for the State of Washington by January 1, 2009. As identified in Substitute House Bill (SHB) 2366, this planning process and the resulting product is expected to improve the oversight, management and financial analysis of state agency facilities.

## **BACKGROUND**

### **Legislative Questions Raised**

Legislative staff were asked by the House Capital Budget Committee to research facility issues during the 2005 and 2006 legislative interims. At the conclusion of this research, a report was submitted to the director of OFM. Some of the questions raised included:

- Can we improve the ability of OFM and the Legislature to analyze agency expenditures related to leases, buildings and structures?
- Can we improve the integrity of leasing and facilities inventory data?
- How do we best integrate the life-cycle cost model into an analysis for the best facilities business decisions?
- How do we improve the process so that real estate transactions can be done in a timely manner and with the maximum level of flexibility and competition?
- What OFM or GA authority should be exercised to manage the real estate portfolio?
- How do we ensure thoughtful analysis in a transactional-oriented leasing process?
- How do we ensure accountability to the budget?
- What is OFM's role in decision making or analysis?
- How do we improve communication with decision makers? What information do they need? How and when do we engage the Legislature?
- How do we ensure contractual obligations are being met by lessors?
- How do we make meaningful changes in the process?

## Previous Studies

In addition to the legislative issues raised in early 2007, reports for SHB 2366 identified several studies that made similar recommendations and conclusions. Below is a list of those previous studies:

- 1977 Performance Audit by the Legislative Budget Committee;
- 1987 Office Space Study by the Legislative Budget Committee;
- 1991 Department of General Administration Property Development Study by the Washington State Commission for Efficiency and Accountability in Government;
- 1995 Performance Audit Regarding Capital Planning and Budgeting: Study of Leasing Versus Ownership Costs by the Legislative Budget Committee;
- 1999 House Capital Budget Subcommittee on State Leasing Policy; and
- 2001 Analysis of Thurston County Lease and Space Planning by the Department of General Administration.

*Note: the Legislative Budget Committee is now the Joint Legislative Audit and Review Committee (JLARC).*

As documented by the House Capital Budget Committee<sup>1</sup>, these studies came to similar conclusions and recommendations:

- Short- and long-term facilities plan analysis, development, evaluation and implementation are necessary;
- Clearly delineated and comprehensive state management policy of space utilization should be developed;
- Comprehensive goals and objectives are needed;
- Coordination between leasing activities and capital facilities planning and budgeting activities should be improved;
- Facilities space management and capital construction reporting system development to forecast growth and evaluate space utilization are necessary;
- Delegated authority should be analyzed to assure that it provides controls necessary for acquisition of leased space that is within stated standards and provides economical, efficient and effective operation of state agencies; and
- Economic analysis of lease versus owned facilities is necessary.

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<sup>1</sup> Substitute House Bill 2366 Bill Analysis: Prepared by the House of Representatives-Office of Program Research, House Capital Budget Committee

## 2007 Legislation - Legislative Intent

In 2007, the Legislature passed Substitute House Bill (SHB) 2366 to strengthen state agency facility oversight. The bill reads:

“The legislature finds that the capital stock of facilities owned and leased by state agencies represents a significant financial investment by the citizens of the state of Washington. Capital construction projects funded in the state’s capital budget require diligent analysis and approval by the governor and the legislature. In some cases, long-term leases obligate state agencies to a larger financial commitment than some capital construction projects without a comparable level of diligence. State facility analysis and portfolio management can be strengthened through greater oversight and support from the office of financial management and the legislature and with input from stakeholders.

The legislature finds that the state lacks specific policies and standards on conducting life-cycle cost analysis to determine the cost-effectiveness of owning or leasing state facilities and lacks clear guidance on when and how to use it. Further, there is limited oversight and review of the results of life-cycle cost analyses in the capital project review process. Unless decision makers are provided a thorough economic analysis, they cannot identify the most cost-effective alternative or identify opportunities for improving the cost-effectiveness of state facility alternatives.

...

Therefore, it is the intent of the legislature to strengthen the office of financial management’s oversight role in state facility analysis and decision making. Further, it is the intent of the legislature to support the office of financial management’s and the department of general administration’s need for technical expertise and data systems to conduct thorough analysis, long-term planning, and state facility portfolio management by providing adequate resources in the capital and operating budgets.” [2007 c 506 § 1.]

## Statutory Authority

RCW 43.82.055 states:

“The office of financial management shall:

(1) Work with the department of general administration and all other state agencies to determine the long-term facility needs of state government; and

(2) Develop and submit a six-year facility plan to the legislature by January 1st of every odd-numbered year, beginning January 1, 2009, that includes state agency space requirements and other pertinent data necessary for cost-effective facility planning. The department of general administration shall assist with this effort as required by the office of financial management.”

## Implementation Planning

The Office of Financial Management hired Berk and Associates to develop an implementation plan for the action items in SHB 2366. The agency accepted those recommendations and is adopting the Strategic Facilities Planning and Management System in this plan. Core principles of this system that directly relate to the implementation of a six-year facility plan are:

- In addition to meeting programmatic agency needs and the state’s strategic goals, facility planning decisions should consider long-term life-cycle costs and a robust economic analysis of lease versus owned facilities.
- Six-year facility planning efforts should be linked to agency operating and/or capital budget requests.
- The system should provide support for large and small agencies as appropriate for the development of their Six-Year Facility Plans.
- Co-location of agencies should be encouraged where needs create opportunities for clustering.

## OBJECTIVES

Both process and product objectives have been identified. The process objectives are those related to improving the real estate portfolio management framework in order to make facility decisions in a more deliberate manner. Product objectives are those related to the quality of the facility that result from the plan.

## Process Objectives

This charter directs that the process shall:

- Identify space needs based on anticipated program changes. These program needs will determine the focus of the plan.
- Require decision making to be done early enough to complete the process of obtaining space timely.
- Improve communication and coordination between facilities and budget personnel.
- Tie Six-Year Facility Plan outcomes to the 2009–11 operating and capital budgets.
- Evaluate all appropriate alternatives for ownership or leasing.
- Provide data and recommendations to decision makers in the Governor’s Office, Legislature and state agencies on space use, facilities expenditures and budget, and projected growth.
- Document recommended alternatives for financing projects.
- Create alignment with the objectives of the Master Plan for the Capital of the State of Washington, where applicable.

## Product Objectives

This charter directs that facilities should:

- Be healthy, safe and accessible.
- Meet the business needs of the agency or agencies.
- Be used efficiently by promoting effective space planning.
- Be designed to allow for shared space and infrastructure (such as IT infrastructure).
- Support individual community needs (such as service delivery to the community or growth management strategies).
- Meet the goals of Executive Order 05-01, “Establish Sustainability and Efficiency Goals for State Operations,” where possible.
- Be developed using the state’s budgets efficiently.



## PROJECT SCOPE

### How is Scope Defined?

For the initial planning effort, scope of this project is defined with the following considerations:

- Does another planning process exist that addresses this type of space?
- Does the state have opportunities for considering leasing or owning as solutions for this type of space?
- Does the state have an opportunity for co-location and consolidation of space among state agencies?

### Scope Definition

The chart below documents the scope of the six-year facility planning process for the initial planning effort. Items included in scope are marked with an X.

	Definition	Leased	Owned
<b>Office</b>	A facility where service delivery or administration business is conducted.	X	X
<b>Warehouse</b>	A facility for the storage of goods or merchandise or archiving of files, where business is also conducted. This type of facility may include shipping and receiving functions.	X	X
<b>Educational Facility</b>	A facility in which instruction is given to students, state employees or the public.	X	--
<b>Hospital</b>	A facility providing medical care and treatment for the sick or injured.	--	--
<b>Laboratory</b>	A facility equipped for scientific research or testing and analysis.	X	X <sup>2</sup>
<b>Land</b>	Property with no structures.	--	--
<b>Laundry Facility</b>	A facility with commercial-sized capacity used to clean garments, sheets, etc.	X	X
<b>Library</b>	A facility in which literary materials are kept for reference or reading.	X	--
<b>Other/Miscellaneous</b>	A facility that does not meet one of the other definitions provided. Examples include: aircraft hangars, fish hatcheries, communication sites and boat moorages.	--	--
<b>Parking</b>	An area for parking motor vehicles.	X	--
<b>Prison</b>	An institution for confining people convicted of crimes.	--	--

<sup>2</sup> Scope excludes on-campus laboratory facilities

	<b>Definition</b>	<b>Leased</b>	<b>Owned</b>
<b>Residential</b>	A facility in which one or more people live.	--	--
<b>Retail</b>	A facility used for the sale of goods to consumers.	--	--
<b>Shop/Maintenance</b>	A manufacturing or repair facility.	X	--
<b>Storage</b>	A facility for the storage of goods or merchandise only, where no business is conducted.	X	--

Multiple space types at one facility: If a space has multiple uses, clarity can be provided by OFM on inclusion in scope.

*Note:* As required, the existing capital 10-year planning process should be applied to all spaces, which may result in some overlap. Overlap within scope will be addressed in both planning efforts. Further information will be provided with the 2009–11 Capital Budget Instructions.

## Schedule

Key milestones in the project are as follows:

- 2/1/2008: Distribution of final instructions and tools for the completion of the Agency Needs Study
- 4/16/2008: Agency Needs Studies due to OFM
- 6/27/2008: Complete First Draft of Alternatives Document
- 9/12/2008: Finalize Alternatives Document
- 10/3/2008: Complete draft of Six-Year Facility Plan
- 12/19/2008: Finalize Six-Year Facility Plan
- 1/1/2009: Publish and distribute Six-Year Facility Plan
- 7/1/2009: Finalize and publish enacted Six-Year Facility Plan

## Project Resources

OFM and GA have been provided the following resources for project implementation:

	<b>GA</b>	<b>OFM</b>	<b>Total Project Resources</b>
Staff	2.0	3.6*	5.6*
FY07–09 Enacted Budget Dollars	\$345,000	\$1,015,000	\$1,360,000

*\*This includes resources for all aspects of the implementation of SHB 2366, including the FIS Report, Life-cycle Model implementation and oversight of ongoing projects.*

In addition, GA and OFM have dedicated existing resources to accomplish this work. These include a portion of the time of the following staff:

- OFM senior budget assistant for Capital Programs and Facilities Oversight
- OFM program assistant for Capital Programs and Facilities Oversight
- GA senior deputy assistant director for Real Estate Services
- GA leasing and acquisition manager
- GA design manager
- GA facilities planning manager

In order to effectively complete the six-year facility planning process, a need for additional resources was identified in the FY08 supplemental budget. These are as follows:

	<b>GA</b>	<b>OFM</b>	<b>Total Project Resources</b>
Staff	2.0	3.0	5.0
FY08 Supplemental Budget Dollars	\$264,000	404,000	\$668,000

Throughout this project, OFM and GA will document the effort needed to complete the six-year facility planning process. This will allow the state to refine future resource needs.

## Key Project Deliverables

The following key documents are expected to be produced through this process:

<b>Deliverable Title</b>	<b>Description</b>
Agency Facility Needs Study Instructions	Instructions to agencies for the completion of the Agency Facility Needs Study published by OFM. This document will include an overview of the process; responsibilities and objectives; clarification on information to be provided in forms; timelines; relationship to the budget; and contact information for questions.
Agency Facility Needs Study Tools	Tools for the completion of the Agency Facility Needs Study. Two primary tools in the form of questions will be created. .  The first tool will document agency-wide data, such as statewide FTE history and growth, growth assumptions, agency-wide facility needs and agency-wide adjacencies for

	<p>effective program operations.</p> <p>The second tool will document site specific information such as site workstation needs and growth, building condition, current expenditures and community considerations.</p>
Agency Facility Needs Studies	Agencies complete tools and provide supplemental information they feel appropriate.
Alternatives Document	<p>Documentation of the alternatives considered and the analysis conducted on those alternatives. This document should also be used to store background information such as the program summary data and market analysis.</p> <p>More information is provided in the final published documents section below.</p>
Final Six-Year Facility Plan	<p>This will be the final document which shows the expected space needs by biennium, summary of action necessary to implement the plan and a summary of changing space requirements (existing, requested and approved).</p> <p>The Governor's proposed operating and capital budget should align with this plan.</p> <p>More information is provided in the final published documents section below.</p>
Enacted Six-Year Facility Plan	This will be an updated Six-Year Facility Plan based on actions taken during the legislative session. The enacted Six-Year Facility Plan should serve as the work plan for GA transaction staff during the next biennium.

### **Final Published Documents**

Two documents will be developed as the final work products of this six-year facility planning process: the Alternatives Document and the Six-Year Facility Plan. The primary components of these documents are identified below. A detailed proposed table of contents for each document is provided in Appendix A.

### ***Alternatives Document***

This document will summarize the process, document the data collected and reflect the analysis performed during the planning process. It is expected to be lengthy as it will summarize the tools, assumptions and feedback that result in the Six-Year Facility Plan.

### ***Six-Year Facility Plan***

This document summarizes the results of the analysis conducted during the planning process. It will be a consumable document. Projects should be easily found in this plan. The outcomes should be summarized using statistics about the cost, square footage and projected growth as well as charts summarizing the recommendations.

Two forms of this document will be produced: the Final Six-Year Facility Plan, which will be delivered to the Legislature and the Governor by January 1, 2009, and the Enacted Six-Year Facility Plan, which will reflect changes in projects made through the legislative process and will be completed prior to July 1, 2009.

## **PROJECT ORGANIZATION**

### **Roles and Responsibilities**

#### **Project Sponsor:**

**Victor Moore, director of OFM**

This individual has the authority to resolve project management issues, assign resources, and recommend or approve project expenditures, plans and organization.

#### ***Responsibilities***

- Communicate with other groups to champion the project, as necessary
- Maintain a basic understanding of the system and its uses
- Aid in the resolution of issues unable to be resolved by Joint Executive Steering Committee

#### **Joint Executive Steering Committee:**

**Linda Villegas Bremer, director of GA;**

**Wolfgang Opitz, deputy director of OFM;**

**Jane Rushford, deputy director of GA;**

**Tom Saelid, senior budget assistant of OFM; and**

**Pat Buker, assistant director for facilities of GA.**

**Facilitated by Amy McMahan, Project Manager**

The Joint Executive Steering Committee provides guidance, advice and decisions to the Project Manager and Joint Project Team when issues, policy questions and recommendations or other decisions have statewide implications, cross-functional boundaries, or have significant scope repercussions. The committee will also champion the project with their respective constituencies, and help to resolve issues that affect their constituencies.

### ***Responsibilities***

- Approve the project charter.
- Resolve high-priority issues.
- Secure resources for the project.
- Ensure cross-department cooperation throughout the project.
- Monitor project status.
- Aid in the resolution of escalated issues when requested by Project Manager and Joint Project Team.
- Communicate with other groups to champion the project.

### **Project Manager:**

**Amy McMahan, facilities oversight assistant for OFM**

The project manager is responsible for project coordination and communication. The project manager is responsible for managing all project activities.

### ***Responsibilities***

- Oversee and manage the project and the six-year facility planning process.
- Conduct real estate policy forum and other key stakeholder meetings.
- Document and publish Policies & Instructions for Agency Needs Studies, Six-Year Facility Planning Process.
- Distribute draft deliverables for review and comment to Agency Facility Stakeholder Forum.
- Finalize and publish Six-Year Facility Plan.
- Respond to legislative inquiries on the Six-Year Facility Plan.
- Finalize and publish Six-Year Enacted Facility Plan.
- Provide status reports to Joint Executive Steering Committee
- Provide status reports to legislative members, staff and other key stakeholders.

**Joint Six-Year Facility Planning Team:**

**Bob Bippert, deputy assistant director for Real Estate Services;**  
**Le Perry, leasing and acquisition manager for Real Estate Services;**  
**Ted Cohen, design manager for Real Estate Services;**  
**Michael Van Gelder, facilities planning manager for Real Estate Services;**  
**Karl Jacobs, facilities senior planner for Real Estate Services;**  
**Tom Saelid, senior budget assistant for OFM;**  
**Amy McMahan, facilities oversight assistant for OFM;**  
**Rick Bushnell, facilities analyst for OFM;**  
**Wayne Doty, life cycle costing analyst for OFM; and**  
**additional staff to be determined<sup>3</sup>**

These individuals are subject matter experts. This team is responsible for the creation of the Six-Year Facility Plan. Team lead will be the project manager.

***Full Team Responsibilities***

- Understand Joint Executive Steering Committee expectations.
- While representing their areas of expertise, work collaboratively.
- Assist in the development and refinement of the project charter for acceptance by the Joint Executive Steering Committee.
- Assist in the development of Agency Need Study instructions and Agency Need Study Tools.
- Respond to questions from agency contacts on the six-year facility planning process, consistent with the Agency Needs Study Instructions, as necessary.
- Provide subject matter expertise in the six-year facility planning process, as needed.

***OFM Staff Responsibilities***

- Assist agencies in defining their programmatic needs.
- Coordinate with budget analysts to evaluate current and anticipated services and programs.
- Prepare a summary of the program assumptions and results.
- Provide input into the alternatives analysis.
- Conduct analysis of alternatives.
- Evaluate the life-cycle cost of each alternative for projects over 20,000 square feet.
- Align the plan with the Governor's proposed budget, in coordination with OFM operating and capital budget analysts.
- Provide input and documentation for the Final Six-Year Facility Plan.
- Provide input for the Six-Year Enacted Facility Plan.

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<sup>3</sup> For further detail see the Six-Year Facility Plans Roles and Responsibilities Matrix (available upon request)

### ***GA Staff Responsibilities***

- Assist agencies in translating program needs into space needs within space allocation standards.
- Conduct market analysis and evaluate community impact.
- Prepare a summary of facility space assumptions results.
- Review facility conditions for sites identified by agencies as substandard in the Agency Needs Studies.
- Identify alternatives for analysis.
- Provide input into alternative analysis.
- Provide input and documentation for the Final Six-Year Facility Plan.
- Provide input for the Six-Year Enacted Facility Plan.

### **Agency Facility Stakeholder Forum: Agency Contacts from State Agencies**

These individuals serve as the primary stakeholders and end users of state facilities. This team is responsible for providing input and feedback in the creation of the Six-Year Facility Plan.

### ***Responsibilities***

- Provide end-user needs through the completion of a Six-Year Agency Facility Needs Study.
- Actively participating in planning meetings.
- Provide feedback on functional requirements, as necessary.
- Provide feedback and input on alternatives considered.
- Share lessons learned and other experiences with facilities planning.
- Coordinate with agency budget Staff on the alignment of agency budget requests with facilities requests
- Communicate with their respective agency directors and management teams about the completion of Six-Year Facilities Plans and the expected effects on their agency.

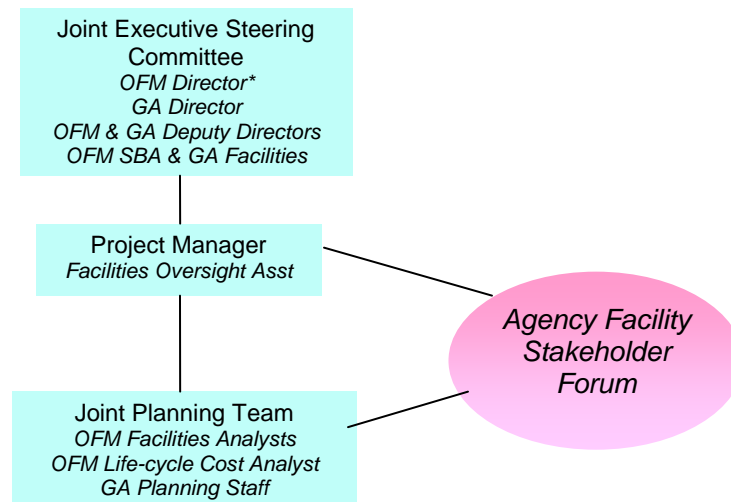
### **Governance**

The Joint Executive Steering Committee will provides guidance, advice and decisions as noted in the roles and responsibilities above.

The governance model, per statute, places responsibility for the completion of the Final Six-Year Facility Plan with OFM. The Enacted Six-Year Facility Plan will result from the legislative process, with acceptance and possible amendment from the Legislature and the Governor.



## Project Organization



*\*The OFM Director serves as the project sponsor as noted in the roles and responsibilities above*

## PROJECT APPROACH

### Methodology

The methodology for this six-year facility planning process is the schematic defined by Berk and Associates in the Implementation Plan, with minor modifications. These modifications have been made by OFM in consultation with GA, based on discussions about timeline, roles and responsibilities. The schematic is Appendix A of this Project Charter.

### Project & Planning Assumptions

*Project Assumptions are as follows:*

- Appropriate resources will be available from OFM and GA for the timely completion of the project. This includes funding provided through the 2008 supplemental budget.
- Agencies will complete their Agency Needs Surveys and deliver them to OFM by April 16, 2008.
- OFM will provide opportunities for feedback to the agencies. Agency representatives on the Agency Facilities Stakeholder Forum will provide feedback.
- The scope for this project period will remain as defined in the project charter.
- The communication strategy documented in the project charter will be carried out.

***Planning assumptions are as follows:***

Study Area:	The plan will be statewide within the scope defined above.
Planning Period:	The plan will establish facilities actions for Fiscal Years 2010 through 2015.
Benefits:	The process and product objectives are the benefits to the state.
Agency Need:	Each agency will define need based on anticipated program changes for each type of space.
Agency Growth:	Each agency will identify its growth and growth assumptions through completion of its Agency Needs Study.
Space Projections:	The GA Space Allocation Guidelines will be the basis for defining space need. Agencies will also be asked to supply their average workstation per person calculation to guide the space projection process.
Adjacencies:	Relationships reported in Agency Needs Studies will be the basis for adjacency requirements.

**Project and Planning Constraints*****Project constraints are as follows:***

- Additional resources will not be available until the Supplemental Budget has been enacted. Additional hiring cannot be done until May 2008.
- Data systems do not exist to collect information, so planning will all be done using manual methods.

***Planning constraints are as follows:***

- Agency Needs Studies will be based on available information, including policy changes or legislative changes at the federal or state levels that may affect agency needs. These changes may not be anticipated.
- Agency Strategic Plans will likely not be completed before the due date of the Agency Needs Study. Changes in agency plans may not be anticipated in their Agency Needs Studies.

## **PROJECT COMMUNICATION**

Effective communication is a critical success factor for the completion of the six-year facility planning process and will be managed as such. This section describes how the project manager and the Joint Planning Team's progress will be communicated, as well as how and to whom, and in what frequency.

Mechanisms used to conduct effective communication will include meetings, briefings, e-mail, telephone calls and the OFM Facilities Oversight Web site.

Communicating progress being made and keeping stakeholders involved is critical. To this end, the project plan includes regular distribution of project status reports to all stakeholders.

The following is a chart identifying the forms of communications that will be used during this project:

### **Communication Matrix**

<b>Audience</b>	<b>What</b>	<b>Who</b>	<b>How</b>	<b>When</b>
Project Sponsor	issues resolution	project manager	meeting	as required
Joint Executive Steering Committee	Charter sign-off updates issues resolution	project manager project manager project manager	meeting/mail meeting meeting	as required monthly as required
Planning Oversight Team and Joint Six-Year Facility Planning Team	planning documents and tools Agency Needs Studies updates and coordination meetings	project manager project manager project manager and Joint Planning Team	e-mail/meeting e-mail/meeting e-mail/meeting	as required as required weekly
Agency Facilities Stakeholder Forum	instructions and tools update coordination meetings	project manager project manager	e-mail/meeting e-mail/meeting	monthly monthly/as required
Legislative fiscal committees	update presentation	project manager, OFM SBA for Capital Programs/Facility Oversight	presentation	as requested
Legislative staff	update & feedback meetings	Project Manager, GA Asst. Director for Facilities OFM SBA for Capital Programs/Facility Oversight	meetings	bi-weekly
Real Estate Forum	updates	project manager, GA deputy assistant director for real estate services	meeting	monthly
State landlords	updated	project manager, GA deputy assistant director for real estate services	e-mail/letter	as required
GBOLA	updates	project manager, GA deputy assistant director for real estate services	meeting	as requested

## **SUCCESS CRITERIA**

This project will be successful if:

- The final planning documents are completed and delivered by January 1, 2009. These documents will be considered complete if they:
  - Provide accurate facilities data.
  - Provide projected facilities needs accurately based on available information.
  - Provide information to decision makers and stakeholders about expected facilities activity during the next six-year period.
- Alignment of the Six-Year Facility Plan and the Governor's budget is completed prior to the delivery date.
- The alternatives analysis consistently evaluates business factors and identifies recommendations based on this analysis.
- The plan provides more uniformity in Washington's real estate portfolio management.

As OFM and GA implement the six-year facility planning process, performance measures will be established to monitor the success of this effort.

**ACCEPTANCE**

/s/

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Victor Moore, Director, Office of Financial Management

/s/

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Wolfgang Opitz, Deputy Director, Office of Financial Management

/s/

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Tom Saelid, Senior Budget Assistant, Office of Financial Management

/s/

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Amy McMahan, Facilities Oversight Assistant, Office of Financial Management

***In Cooperation with:***

/s/

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Linda Villegas Bremer, Director, Department of General Administration

/s/

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Jane Rushford, Deputy Director, Department of General Administration

/s/

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Pat Buker, Assistant Director for Facilities, Department of General Administration

## ***APPENDIX A: PROPOSED TABLE OF CONTENTS***

Below is the proposed table of contents (TOC) for the two published documents as defined in the final published documents section above. Changes may be made to this TOC as necessary.

### ***Alternatives Document***

1. About the Six-Year Facility Planning Process
  - a. Statutory Authority
  - b. Background
  - c. Methodology
    - i. Description of Planning Process
    - ii. Geographical Areas-Map and Description
  - d. Timeline
  - e. Participants and Responsibilities
2. Six-Year Facility Planning Process Objectives and Assumptions
  - a. Process Objectives
  - b. Product Objectives
  - c. Planning Assumptions
3. Program Summary - by Functional Area and by Agency
  - a. Existing Space and Capacity
  - b. Projected Program Changes
  - c. Growth Assumptions
  - d. Resulting Space Requested
4. Geographical Area 1- Thurston County
  - a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis
  - b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency

- iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis
- 5. Geographical Area 2 - King County
  - a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis
  - b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency
    - iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis
- 6. Geographical Area 3 - Puget Sound
  - a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis
  - b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency
    - iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis
- 7. Geographical Area 4 - Northwest
  - a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis

- b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency
    - iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis
8. Geographical Area 5 - Western
- a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis
  - b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency
    - iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis
9. Geographical Area 6 - Central
- a. Market Analysis
    - i. Geographical Area - Known Community Information
    - ii. Geographical Area - Market Analysis
  - b. Agency Facility Data and Program Projections
    - i. Agency Space Needs - Growth and Expected Downsizing
    - ii. Area Specific Considerations - by Agency
    - iii. Current Expenditures - by Agency
  - c. Alternatives Analysis
    - i. Recommended Alternative including Analysis and Implementation Strategy
    - ii. All Other Alternatives Considered including Analysis



## Geographical Area 7 - Eastern

- d. Market Analysis
  - i. Geographical Area - Known Community Information
  - ii. Geographical Area - Market Analysis
- e. Agency Facility Data and Program Projections
  - i. Agency Space Needs - Growth and Expected Downsizing
  - ii. Area Specific Considerations - by Agency
  - iii. Current Expenditures - by Agency
- f. Alternatives Analysis
  - i. Recommended Alternative including Analysis and Implementation Strategy
  - ii. All Other Alternatives Considered including Analysis

## 10. Geographical Area 8 - Southwest

- a. Market Analysis
  - i. Geographical Area - Known Community Information
  - ii. Geographical Area - Market Analysis
- b. Agency Facility Data and Program Projections
  - i. Agency Space Needs - Growth and Expected Downsizing
  - ii. Area Specific Considerations - by Agency
  - iii. Current Expenditures - by Agency
- c. Alternatives Analysis
  - i. Recommended Alternative including Analysis and Implementation Strategy
  - ii. All Other Alternatives Considered including Analysis

## 11. Appendices

- a. RCW 43.82.055
- b. Agency Needs Study Tools
- c. Agency Instructions and Transmittals
- d. Results from Agency Process Survey for future process improvement (to be performed at the conclusion of the planning process, December 2008)

## ***Six-Year Facility Plan***

1. Executive Summary
  - a. Introduction
  - b. Brief Overview of Six-Year Facility Plan
  - c. Statewide List of Recommendations by Fiscal Year
  - d. Statewide Summary - Square Footage, Annual Cost and Cost Per Square Foot (existing, requested and recommended)
  
2. Process Overview
  - a. Statutory Authority
  - b. Methodology
  - c. Objectives
  - d. Summary of Responding Agencies
  
3. Recommendations - Summary by Functional Area
  - a. Summary for Each Functional Area (all agencies) - Square Footage, Annual Cost and Cost Per Square Foot (existing, requested and recommended)
  - b. Functional Area Breakdown - by Agency
    - i. Brief Agency Overview
    - ii. List of Recommendations
    - iii. Summary of Growth Assumptions (workstations, staff and FTEs)
    - iv. Summary of Square Footage - Existing, Requested and Recommended
    - v. Summary of Annual Costs - Existing, Projection of Requested and Projection of Recommended
  
4. Recommendations - Summary by Geographical Area by Building
  - a. Summary for Each Geographic Area - Square Footage, Annual Cost and Cost Per Square Foot (existing, requested and recommended)
  - b. Geographical Summary Breakdown - Communities within the Geographical Area
    - i. Brief Geographical Summary
    - ii. List of Recommendations
    - iii. Summary of Growth Assumptions (workstations, staff and FTEs)
    - iv. Summary of Square Footage - Existing, Requested and Recommended
    - v. Summary of Annual Costs - Existing, Projection of Requested and Projection of Recommended

# APPENDIX B: SIX YEAR FACILITY PLANNING SCHEMATIC

## WASHINGTON STATE SIX YEAR FACILITY PLANNING PROCESS

