

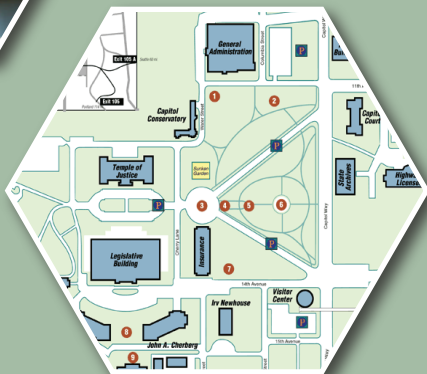


Office of Financial Management  
STATE OF WASHINGTON



# STATE OF WASHINGTON STRATEGIC FACILITIES PLANNING AND MANAGEMENT SYSTEM

## Implementation Plan







| BERK & ASSOCIATES |

*"Helping Communities and Organizations Create Their Best Futures"*

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

**Prepared by:**

**BERK & ASSOCIATES**

120 Lakeside Avenue  
Suite 200  
Seattle, Washington 98122  
P (206) 324-8760

**[www.berkandassociates.com](http://www.berkandassociates.com)**

<b>Principals:</b>	Bonnie Berk and Michael Hodgins
<b>Project Manager:</b>	Natasha Fedo
<b>Project Team:</b>	Bonnie Berk, Natasha Fedo, Heather Rogers, Pia Franzese



# STATE OF WASHINGTON STRATEGIC FACILITIES PLANNING AND MANAGEMENT SYSTEM: IMPLEMENTATION PLAN

## CONTENTS

<b>1.0</b>	<b>SYSTEM PURPOSE, GUIDING PRINCIPLES, AND KEY COMPONENTS.....</b>	<b>1</b>
1.1	Purpose Statement.....	1
1.2	Guiding Principles.....	1
1.3	Major System Components.....	2
<b>2.0</b>	<b>PROPOSED SYSTEM MAP: PROCESS AND ELEMENTS .....</b>	<b>3</b>
2.1	Process Descriptions and Definitions.....	3
2.2	Geography-Based Analysis.....	6
2.3	Applicability to Higher Education Institutions .....	7
<b>3.0</b>	<b>IMPLEMENTATION PLAN.....</b>	<b>9</b>
3.1	Summary of Implementation Action Steps.....	9
3.2	Implementation Plan Action Steps.....	10
<b>4.0</b>	<b>DEFINITION OF ROLES AND RESPONSIBILITIES .....</b>	<b>18</b>
4.1	Overview .....	18
4.2	Summary of Roles and Responsibilities.....	19







# STATE OF WASHINGTON STRATEGIC FACILITIES PLANNING AND MANAGEMENT SYSTEM: IMPLEMENTATION PLAN

*"Make everything as simple as possible, but not simpler"*  
- Albert Einstein

## 1.0 SYSTEM PURPOSE, GUIDING PRINCIPLES, AND KEY COMPONENTS

This Implementation Plan is based on the research conducted and documented in the companion document, ***Current System Assessment and Best Practices Report***.

### 1.1 Purpose Statement

The purpose of the Strategic Facilities Planning and Management System (SFPMS) system is to support analytically-based decision-making and wise investment choices in meeting the State's facility needs. The system will:

- Integrally link short and long-term facility needs to agency program planning, strategic planning, and budgeting
- Assume a Statewide perspective in planning for agency space requirements, looking across agencies' needs to consider cost-effective facility options on a geographical basis
- Support a lease review and approval system that provides timely and constructive information and feedback to requesting agencies
- Provide comprehensive, searchable information on the State's facilities portfolio, including State-owned and leased space
- Ensure accountability, effective communication, and regular reporting to stakeholders

### 1.2 Guiding Principles

The State should take a strategic and comprehensive approach to aligning facility decisions with agency needs and funding mechanisms.

- Facility acquisition decisions should strategically match space use to lease versus ownership options
- 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
- 6-Year facility planning efforts should be linked to agency operating and/or capital budget requests
- The system should accommodate larger and smaller space-using agency planning processes; some agencies will need more support in developing their 6-Year Facility Plans
- Roles and responsibilities should be clearly delineated
- Co-location of agencies should be encouraged where needs create opportunities for clustering



## **1.3 Major System Components**

The State's Strategic Facilities Planning and Management System will have four major functions:

### **1. Inventory and Asset Management**

- *Inventory Information and Database.* Provision of comprehensive, centralized, up-to-date information on the State's inventory of leased and owned space
- *Long-Term Asset Management.* Support for long-term asset planning, management, and decision-making regarding investment in existing facilities, acquisition of new facilities and disposal of space

### **2. Planning and Analysis**

- *Alignment of Program and Space Needs.* Linkage of agency strategic plans and program planning to short, medium and long-term space needs
- *Alignment of Space Needs and Budgets.* Linkage of agency facility space needs to capital and operations budgeting
- *Agency Space Needs Studies.* Agency-level development of 6-Year Facility Needs Studies
- *Geography-Based Analysis.* Assessment and planning for space needs on a geographical area basis, and development of market-based facility planning strategies
- *Co-location Options Assessment.* Identification and analysis of regional co-location opportunities for state agencies
- *Lease-Purchase-Develop Tradeoff Analysis.* Assessment of lease/buy/build options and tradeoffs, and identification and analysis of strategic alternatives, including their potential costs
- *Statewide Strategic Facility Plans.* Development of a 6-Year Statewide Facilities Strategic Plan, to be updated biennially

### **3. Review, Approval and Oversight**

- *Unplanned Agency Space Requests.* Review and approval of space requests outside of the 6-Year planning process.
- *Large or High Risk Agency Space Requests.* Review and approval of agency Space Requests for leases that are beyond ten years in length, valued at more than \$1 million per year, for privately owned buildings that are in the planning stages of development or under construction, or high risk projects (as determined from monthly pipeline reports provided by GA)
- *Agency Facility Needs Studies.* Review of agency 6-Year Facility Needs Studies
- *Statewide Facilities Plan.* Review and approval of the 6-Year Statewide Facilities Strategic Plan

### **4. Communication and Reporting**

- *Communicate Roles and Responsibilities.* Clear communication of the new roles and responsibilities
- *Agency Forums.* Regular opportunities for the agencies, GA and OFM to discuss facilities policies, planning, transactions and operating issues
- *Reporting on Transactions in Progress.* Preparation by GA of monthly "Transaction Pipeline Reports" reflecting lease transactions in progress, for review by OFM
- *Statewide Facility Plans.* 6-Year Facilities Strategic Plan submitted biennially to the Legislature
- *Comprehensive Facility Inventory.* Facilities Inventory submitted annually to the Legislature
- *GA Performance Measures.* To be determined by GA



## 2.0 PROPOSED SYSTEM MAP: PROCESS AND ELEMENTS

### 2.1 Process Descriptions and Definitions

The following two schematics present flow charts for the proposed SFPM system and its long-range planning component. **Exhibit 1** shows the whole system and its interrelationships among and across agencies. As the Exhibit shows, the procurement process should first be preceded by Statewide facilities strategic planning. The Exhibit identifies linkages to the capital and operating budget process, as well as key milestones for OFM review and approval.

**Exhibit 2** presents the long-range strategic facility planning process that underlies effective decision-making for the larger system. The Exhibit identifies seven phases in the process:

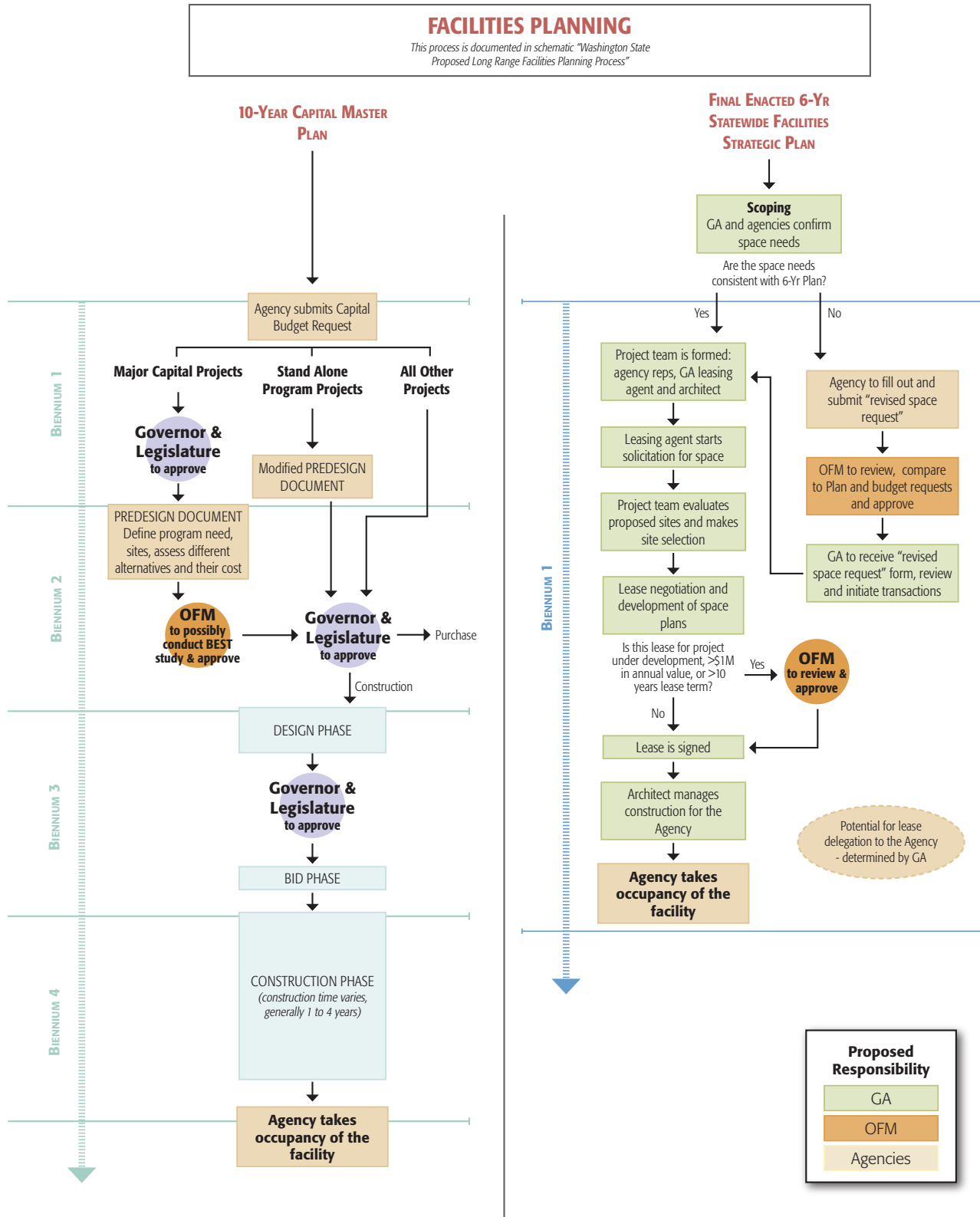
- **Policies and Instructions:** Relevant information concerning the proposed SFPM shall be provided by OFM, with input from GA, legislative staff, and State agencies
- **Agency Facility Needs Studies:** Develop geography-based agency plans, using a standardized format. Plans should be based on agency five to seven year Strategic Plans, enabling program and staff growth to be translated into specific facility needs. OFM will review the 6-Year Agency Facility Needs Studies
- **Geography-Based Needs Assessment:** The agency plans will be rolled up to geography-focused space requirements, and within each region, co-location potential will be assessed. Market analysis of trends and conditions in the regional or local market will be conducted. Community impacts and compliance with the State's Growth Management Act (GMA) will also be considered as part of the geography-based needs analysis
- **Alternatives Analysis:** Based on the geography-based needs analysis, strategic facility alternatives will be identified for a 6-year period. The alternatives will incorporate agency space needs, regional market conditions, and co-location opportunities, among other factors. As part of the alternatives development process, the State's current portfolio will be reviewed, also on a geography basis. Opportunities for acquisition of existing leased space will be considered, along with identification of substandard properties for disposition

The alternatives identified will be reviewed by an advisory Agency Stakeholder Planning Group, and will be subjected to both qualitative and quantitative analysis. The life-cycle cost analysis model will be used to assess lease versus purchase decisions, which will also be influenced by the State's strategic goals and long-term plans of the agencies requesting new or additional space

- **Six-Year Strategic Facilities Plan:** Draft and final 6-Year Plans will be prepared, with review and input from the Agency Stakeholder Planning Group. The Plan will be organized by geographical areas, and will identify the preferred Statewide alternatives
- **Review and Plan Approval:** OFM will revise and finalize the Plan for submission with the Governor's budget. The Final Strategic Plan will be submitted to the Governor and Legislature, will be linked to capital and operating budgets, and connected to decision-making on capital and operating budget requests



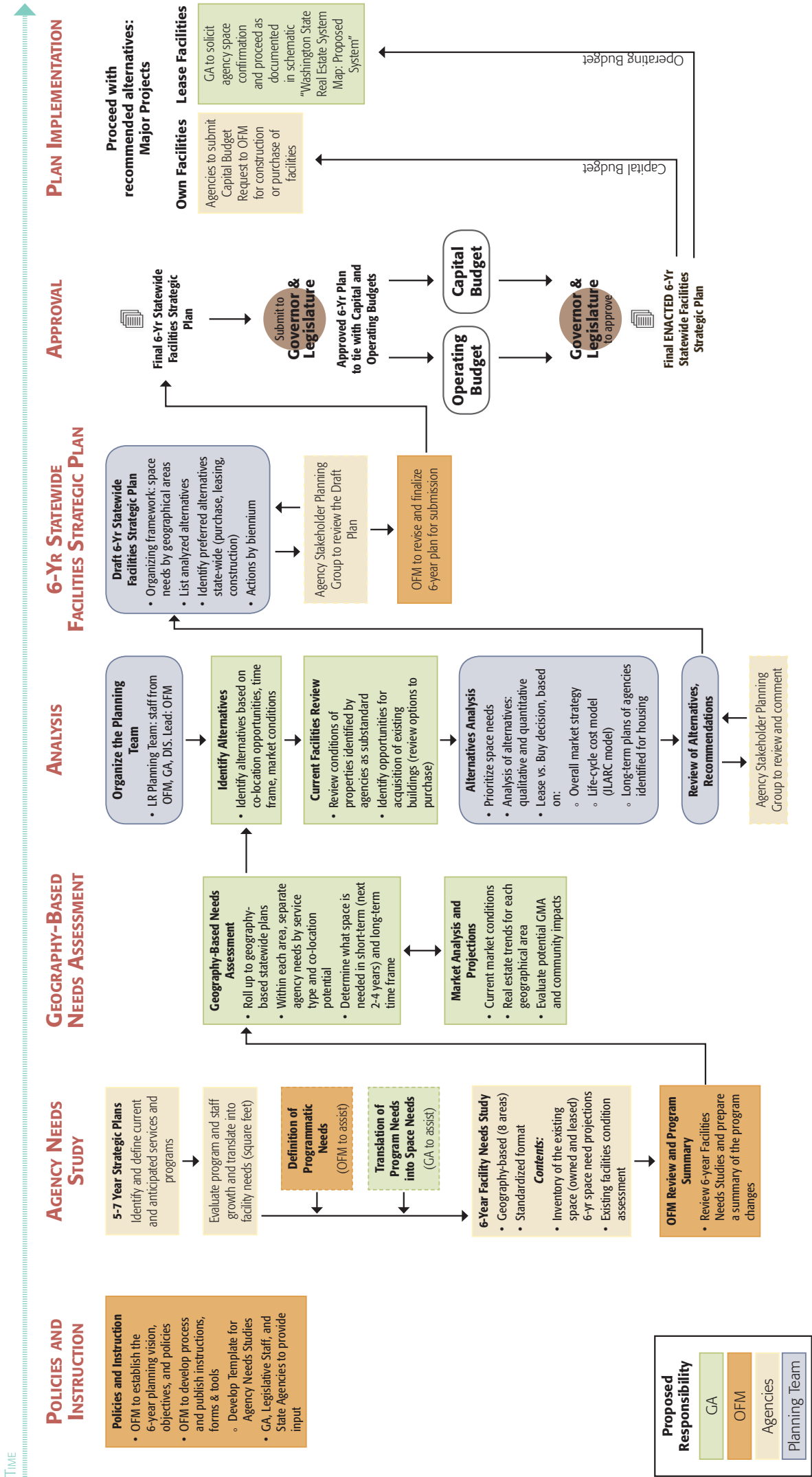
## Exhibit 1 Washington State Real Estate System Map: Proposed System



Source: Berk & Associates, 2007



Exhibit 2  
Washington State Proposed Long Range Facilities Planning Process



Source: Berk & Associates, 2007







## 2.2 Geography-Based Analysis

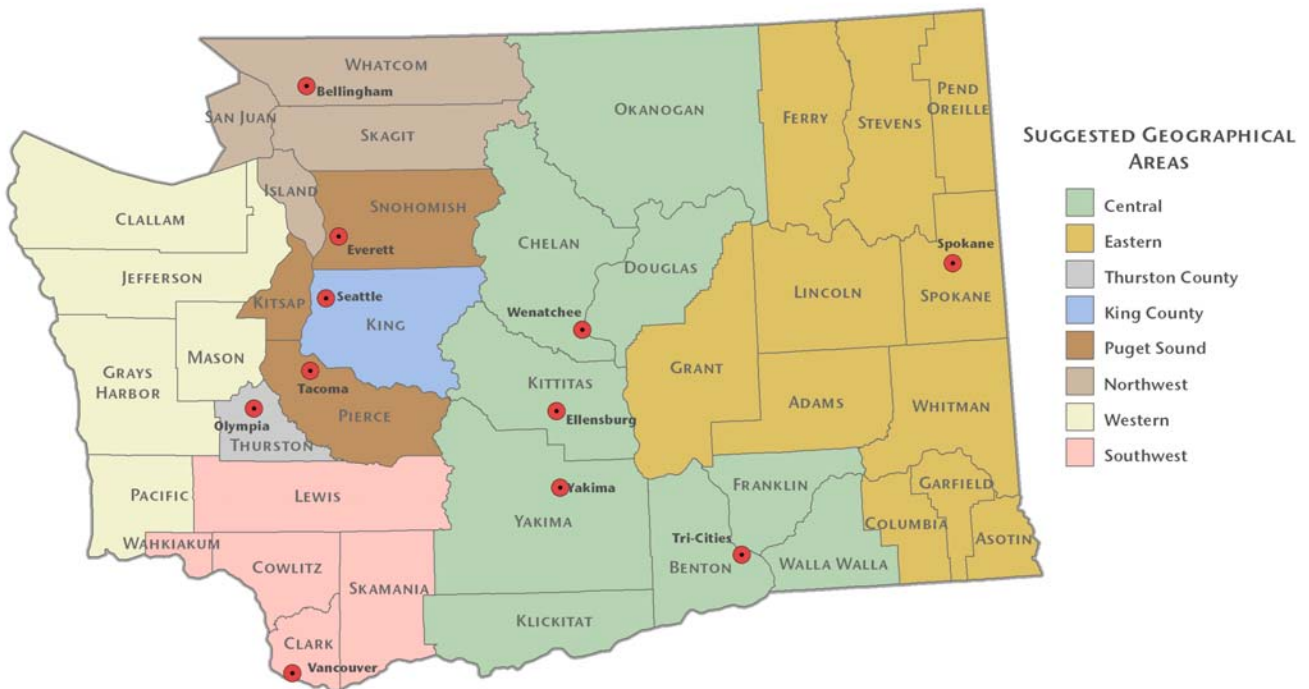
To better manage and analyze consolidated facility planning efforts, the State should employ a geography-based analytical and planning approach. This approach would focus on space utilization for all State agencies within a given geographic area and consider space needs within the context of the different real estate markets in the State. This will enable trends and market economics to be appropriately analyzed to determine associated costs, challenges, and opportunities for leasing, purchasing, or building space in a specific locale. The following are the eight recommended areas for analysis:

- Thurston County (Olympia)
- King County (Seattle)
- Puget Sound, excluding King County (Tacoma, Everett)
- Northwest (Bellingham)
- Southwest (Vancouver)
- Western (Olympic Peninsula)
- Central (Wenatchee, Ellensburg, Yakima, Tri-Cities)
- Eastern (Spokane)

**Exhibit 3** shows these areas within geographic context. Particular attention should be given to cities and their surrounding suburban areas, as these areas often exhibit different market conditions than the larger regions.

### Exhibit 3

#### Eight Suggested Areas for Geography-Based Analysis



Source: Berk & Associates, 2007



## 2.3 Applicability to Higher Education Institutions

SHB 2366 was conceived with the focus of improving GA and State agency leasing practices through development of new planning, analysis and oversight systems. However, this study was conducted comprehensively, to encompass all State institutions, including higher education, to provide a complete analysis of the entire real estate portfolio in Washington State. Implementing such new systems and processes will be a substantial undertaking for the agencies, GA, and particularly for OFM.

**Recommendation.** Given the history behind SHB 2366, and the extent of the facilities planning and approval processes currently in place for higher education, it is recommended that the State's six universities provide inventory and 6-Year planning information to OFM, but not be subject to the ongoing oversight requirements of the new Strategic Facilities Planning and Management System.

Understanding the unique nature of higher education facilities, the funding stream for the majority of university leased spaces, and the processes for planning and oversight already in place at higher education institutions, to require another level of oversight and planning through the proposed SFPL would not add enough value to warrant the resources it would require. That said, there could be significant value added to the system through better communication from the universities on real estate matters. Ongoing communication could identify opportunities for co-location or backfilling of space for which the universities or State agencies already have a financial obligation.

Given these opportunities, and the Legislature's desire to have a complete, Statewide inventory of leased space, higher education institutions should provide facility reports to be included in the State's comprehensive facility inventory. This is Action #3 in the Implementation Plan delineated below.

In addition to an inventory of existing space, higher education institutions should also provide OFM with a copy of their existing Facilities Plans for office and warehouse space. While they do not need to revise the process they use to develop their plans, keeping OFM informed of the universities' facilities plans with respect to office and warehouse space will allow inclusion of higher education institutions' projections in the Six-Year Statewide Facilities Strategic Plan and give the State greater opportunity to explore potential co-locations and backfill space for which the State already has a financial obligation. For ease of inclusion in the Statewide Plan, higher education institutions should present their Facilities Plans for office and warehouse space in a six-year format to be determined by OFM.

**Findings and Rationale for Recommendations.** The following findings are unique to the State's higher education institutions, and in combination warrant the exclusion of higher education institutions from the additional planning and oversight the proposed system would entail:

- **Planning.** Higher education institutions have well-established strategic planning processes that consider facilities needs. In addition to 10-year capital plans, the universities have campus master plans, and in the case of UW, specific facilities plans. Furthermore, the HECB develops a 10-year Strategic Master Plan for Higher Education. This Plan is updated every four years and is adopted by the Legislature; it includes a facilities component
- **Coordination of Capital Facilities Projects Statewide.** Higher education institutions coordinate their capital facilities requests Statewide. A prioritized list of projects for all higher education institutions must be approved by the HECB before it is submitted to the Legislature for final approval



- **Oversight.** Capital projects that require State funding must be approved by the HECB and are subject to the same capital process in place for all State agencies. Leases for major off-campus facilities must also be approved by the HECB
- **Funding Sources.** Most leases are grant or contract funded and do not require State capital or operations funding. Exceptions are typically addressed through planning processes and must be approved by the institution's Board of Regents/Trustees (and the HECB, depending upon the type of facility being leased)
- **Out-of-State Properties.** The UW owns property outside Washington State and leases more than 100,000 square feet internationally



## **3.0 IMPLEMENTATION PLAN**

### **3.1 Summary of Implementation Action Steps**

**Action #1: Implement a Long-Range Strategic Facility Planning Process**

**Lead:** OFM

**Support:** GA, State agencies

**Action #2: Link the 6-Year Long-Range Strategic Facility Plans to Budget**

**Lead:** OFM

**Support:** GA, State agencies

**Action #3: Institute a New Lease Review, Approval, and Oversight System**

**Lead:** OFM

**Support:** GA

**Action #4: Develop and Maintain a Comprehensive Facility Inventory and Asset Management System**

**Lead:** OFM

**Support:** GA, State agencies

**Action #5: Strengthen Accountability, Communication and Reporting on Facility Planning and Decision-making**

**Lead:** GA and OFM

**Support:** State agencies

**Action #6: Develop Organizational Capacity to Support Improved Facility Planning and Oversight**

**Lead:** OFM and GA

**Support:**



## 3.2 Implementation Plan Action Steps

### Action #1: Implement a Long-Range Strategic Facility Planning Process

**Lead:** OFM

**Support:** GA, State Agencies

- A. Instructions, Policies and Procedures.** OFM will establish and communicate the 6-Year planning vision, objectives, and policies. OFM will develop process and publish instructions, forms and tools. OFM will develop a communications plan to keep agencies involved and informed throughout the planning process.
- B. Agency Facility Planning.** Agencies will prepare 6-Year Facility Needs Studies, tied to their Strategic Plans and program planning.
- OFM will provide a standardized 6-Year Facility Needs Studies format, to be submitted electronically
  - Programmatic needs will be effectively translated into space needs
    - OFM will assist the agencies with definition of programmatic needs
    - GA will assist the agencies with translation of programmatic needs into space needs
  - Plans will contain an inventory of existing agency owned and leased space, and projected space needs for the following 3 biennia
  - Existing facility condition review will be an element of the Facility Needs Studies
- C. OFM Plan Review.** OFM will review each agency's 6-Year Facility Needs Study and prepare a summary of the program changes.
- D.** Plan submittal should coincide with the biennial budget cycle
- E. Development of Geography-Based Facility Needs Assessment and Market Analysis.** GA will roll up individual agency plans into geography-based Statewide facility assessments. The recommended geographical areas are: Thurston County, Puget Sound Region (excluding King County), King County, Southwest WA (Vancouver area), Northwest WA (Bellingham), Western WA (Olympic Peninsula), Central WA (Yakima and Tri-Cities), and Eastern WA (Spokane).
- GA will conduct analysis of regional market trends and conditions to assess reasonable facility options given market area needs
  - Community impacts and potential GMA effects will be considered as part of the geography-based assessment
- F. Organize Planning Team.** OFM will organize the Planning Team to include OFM, GA, and DIS staff. OFM will be the Team Lead, responsible for final decision-making.



**G. Identification of Alternatives and Current Facilities Review.** The alternatives will encompass geography-based facility options.

- GA will identify geography-based facility options and alternatives, based on factors including space needs by agency, current and projected market conditions, co-location potential, and other parameters
- GA will review current facilities as part of the analysis, including identification of opportunities for acquisition of existing buildings, and substandard properties for disposition

**H. Analysis of Alternatives.** The analysis of alternatives will encompass tradeoff analysis of leasing, purchasing of existing space, and building new space.

- The Planning Team will prioritize space needs and perform the analysis of alternatives
- The life-cycle cost analysis model will be used as a tool by OFM to analyze the economics of the alternatives
- OFM will organize the Agency Stakeholder Planning Group to provide input on identified alternatives and draft of the 6-Year Statewide Facilities Strategic Plan
  - Develop a charter for the group, including operating principles and roles and responsibilities

**I. Development of Draft 6-Year Statewide Facility Plan.** The Draft Plan will be organized by geographical areas and identify recommended actions by biennium.

- Agency Stakeholder Planning Group will review and provide input on the Draft Plan

**J. Review and Finalize 6-Year Statewide Facility Plans.** OFM will review, revise and finalize the 6-Year Statewide Facilities Strategic Plans, and submit them to the Legislature by January 1<sup>st</sup> of every odd-numbered year beginning January 2009.

**Timeline:** **Exhibit 4** shows a graphic representation of the timeline for first 6-Year Statewide Facility Plan:

OFM will issue policies and procedures by December 31, 2007

Agencies will submit 6-Year Facility Needs Studies to OFM by April 1, 2008

Regional Needs Assessment will be completed by May 1, 2008

Analysis Phase will be conducted by July 1, 2008

Draft Strategic Plan will be completed by August 31, 2008

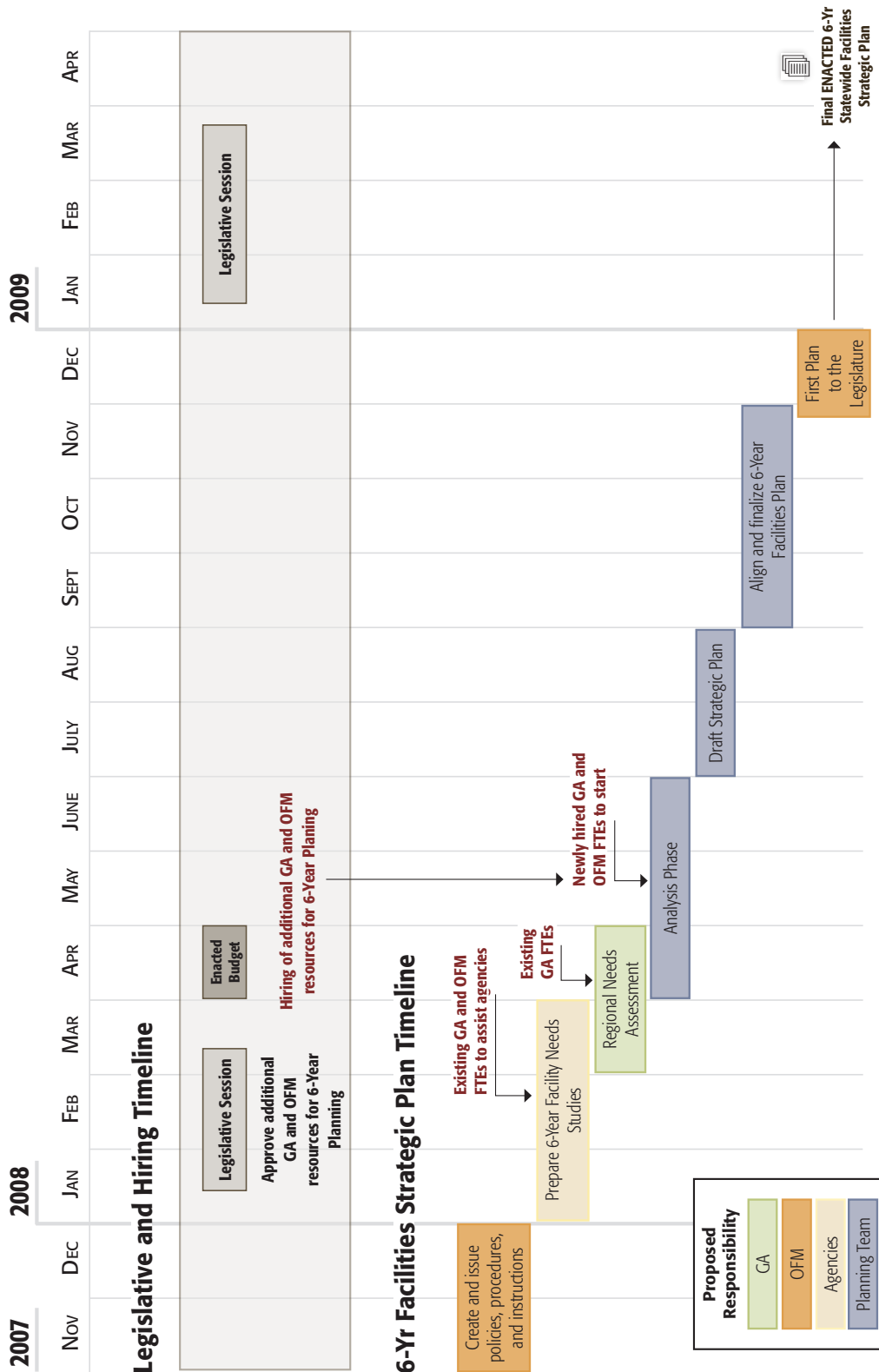
Draft Strategic Plan will be aligned and finalized for the Governor's Budget by November 1, 2008

OFM will submit the first Plan to the Legislature January 1, 2009

OFM will submit the subsequent Plan to the Legislature by January 1<sup>st</sup>, 2011 and by January 1<sup>st</sup> of every odd-numbered year thereafter. Timelines for this and future 6-Year Statewide Facilities Plans will be developed after the completion of the first plan



## Exhibit 4 Implementation Timeline for the First 6-Year Statewide Facility Plan



Source: Berk & Associates, 2007



## **Action #2: Link the 6-Year Long-Range Strategic Facility Plans to Budget**

**Lead:** OFM

**Support:** Agencies, GA

- A. Support Budget Requests with 6-Year Facility Plan Recommendations.** Agencies will submit budget requests to OFM for leasing, project, and facilities maintenance that will reflect the 6-year Facility Plans, and if there are deviations, explanation should be provided.
- B. Standardize Budget Request Forms.** OFM should standardize the additional materials to be attached to the Agencies Facilities Operating Budget Requests. Elements of the request should include:
- Lease term (start and end date)
  - Geographical area
  - Action in the 6-Year Plan (renewal, relocation, expansion, closure, etc.)
  - Relationship to agency budget requests for program or staffing changes
  - Funding source
  - Expected expenditures by lease by biennium (project costs, lease costs, and facilities maintenance costs)
- C. Review and Revise Fiscal Note.** OFM will review and revise Fiscal Note to identify facilities impact when evaluating new legislation.
- D. Review and Align Agency Budget Request for Leased Space.** OFM should review agency budget requests including project costs, lease costs, and facilities maintenance costs and align the final 6-Year Facilities Plan with the Governor's Budget proposal.

**Timeline:** Create a standardized format for budget request by April 2008  
Review and revise Fiscal Note format following the migration of data and stabilization of the Fiscal Note System



### **Action #3: Institute a New Lease Review, Approval and Oversight System**

**Lead:** OFM

**Support:** GA

**A. Revise and Improve the Space Request Form.** OFM and GA will jointly develop a Revised Space Request form for agency space requests, replacing the existing space request form.

- The Revised Space Request form and process should meet the “modified pre-design process” requirements contained in SHB 2366

**B. Review and Approve Unplanned Agency Space Requests.** OFM will review and approve all space requests outside of the 6-Year Statewide Facilities Strategic Plan.

**C. Review and Approve Large Space Requests.** OFM will review and approve agency Space Requests for a lease term of more than ten years or more than \$1 million annual lease value.

**D. Review and Approve Leases for Buildings Under Development.** OFM will review and approve all lease agreements for privately-owned buildings that are in the planning stages of development or under construction.

**E. Review Annual Report of Delegated Leases.** OFM and legislative committees will review the annual report on delegated leases, provided by GA per SHB 2336.

**Timeline:** OFM, with consultation from GA, will revise the Space Request Form by December 31, 2007

OFM will implement the oversight process effective immediately



## **Action #4: Develop and Maintain a Comprehensive Facility Inventory and Asset Management System**

**Lead:** OFM

**Support:** Agencies, GA

**A. Web-based Facilities Inventory System.** OFM will institute a web-based facilities inventory system that tracks all State-owned and leased office and warehouse space. The system should contain data for all State facilities, leased and owned (including higher education institutions and agencies with real estate authority).

The system should employ a centralized enterprise approach. It should be usable by all agencies and serve as a tool for long-range facility planning. The inventory should be:

- Updated by agencies, GA, and OFM on an ongoing basis
- Searchable and accessible by all agencies; different users can have different levels of access
- Able to generate geographically-based reports, to aid with long-range planning
- Utilized to generate maintenance needs that are tied to the agency

The inventory should include current and historical information on each property:

- Square footage, location and tenancy of current State-owned and leased space
- Building characteristics, physical conditions, historical data on year constructed, facility improvements, and needed and planned improvements
- For leased space – current lease term and lease rates, and historical information on same
- GA leasing staff responsible for the lease transaction and contacts for facility-related issues and needs

**B. Generate Maintenance Needs.** Use inventory to generate maintenance needs that are tied to agency budget requests for the repair and upkeep of State-owned facility and warehouse space.

**C. Submit Facilities Inventory to the Legislature Annually.**

- OFM will submit annual reports, beginning in October 2010.

**D. Long-range Asset Management System.** OFM will develop a long-range asset management system to track, plan, and budget major facility upgrades and replacements.

- OFM will evaluate developing its own tracking and management system; existing, on-the-shelf asset management software, as well as systems used in other agencies

**Timeline:** OFM will research new inventory system and report to the Legislature by September 1, 2008. OFM will publish report summarizing information from the inventory system by October 1, 2010 (and annually thereafter)



## **Action #5: Strengthen Accountability, Communication, and Reporting on Facility Planning and Decision-Making**

**Lead:** GA and OFM

**Support:** State agencies

- A. Review and Amend RCWs.** OFM will ensure that all relevant RCWs pertaining to the new system are consistent and reflect the updated changes.
- B. Communicate Roles and Responsibilities.** OFM will clearly and broadly communicate the new roles and responsibilities to all State agencies.
- C. Agency Real Estate Policy Forum.** OFM will create and facilitate an ongoing forum to discuss policies, procedures, life-cycle costing, continuous process improvement, and key issues. The forum is to be held monthly for the first year with a goal of changing to quarterly in the future.
- D. Facilities Forum.** GA will create, staff, and facilitate a recurrent monthly or quarterly Facilities Forum for agencies and GA to discuss ongoing facility transactions- and operations-related issues and opportunities.
- E. Enhanced Communication from GA.**
- GA will submit to OFM monthly transaction pipeline reports reflecting lease transactions in progress. The projects should be categorized by risk level. GA should consult with OFM to determine the appropriate content of the reports and risk categorization
  - GA will provide similar reports to its client agencies, informing them about the progress on space requests, construction, or renewals
  - GA will continue to hold the periodic Real Estate Forum engaging the State's lessors and developers
- F. GA and OFM Performance Measures.** To be determined by the respective agency.
- G. Evaluate the New System and Processes.** OFM, with input from GA and State agencies, will evaluate the new lease review, approval and oversight system and the long range planning process after the initial cycle of completion.

**Timeline:** OFM will communicate roles, and recommend and submit RCW amendments in 2008 Legislative Session

GA will establish Facilities Forum and start providing pipeline reports by December 31, 2007

Agency Real Estate Policy Forum will begin by November 2008



## **Action #6: Develop Organizational Capacity to Support Improved Facility Planning and Oversight**

**Lead:** OFM and GA

**Support:**

**A. Staff Facilities Division within OFM.** OFM will determine what additional staffing will be needed within OFM to carry on facility oversight and long range planning functions. The OFM staff will be responsible for:

- Implementing the Long Range Strategic Facility Planning, including aligning the Plan to the Budget
- Instituting a new lease review, approval & oversight system
- Communicating roles and responsibilities
- Developing the life-cycle cost analysis model
- Developing and maintaining a comprehensive Facilities Inventory and Asset Management System
- **Exhibit 5** demonstrates OFM roles and responsibilities in more detail

**B. Evaluate and Staff the Long Range Planning Function within GA.** GA, in consultation with OFM, will review current structure and staffing of facilities functions within GA and determine the need for more resources based on new functions for long range planning. In addition to its current functions, GA staff will be responsible for:

- Participating in the Long Range Strategic Facility Planning
- Strengthening accountability, communication, and reporting on facility planning and decision making by coordinating Facilities Forum, preparing monthly pipeline reports for OFM, and providing regular activity reports to its client agencies
- **Exhibit 5** demonstrates GA roles and responsibilities in more detail

**Timeline:** Evaluate necessary positions and number of FTEs for OFM and GA by the end of October 2007

Make supplemental budget request for additional FTE's by November 2007

Hire additional staff by June 2008



## **4.0 DEFINITION OF ROLES AND RESPONSIBILITIES**

### **4.1 Overview**

This section presents a high level overview of roles and responsibilities for the new system. More specific delineation of roles and responsibilities is contained in the summary matrix (**Exhibit 5**) which follows this overview.

#### **Office of Financial Management**

OFM will take a strong role in facilities oversight and overall participation in the State's facility procurement and management. Considering that OFM is at the forefront of the program coordination and enterprise thinking, the agency will play a key leadership and strategic role in the proposed Statewide facilities long range planning process. OFM will be the lead in the planning process, tasked with development of the instructions, policies, procedures, and tools; review of Agency 6-Year Facility Needs Studies; responsibility for alternatives analysis; and revision and finalization of the final 6-Year Statewide Facilities Strategic Plan. OFM will also provide facilities oversight and decision-making for key projects: projects outside of the Plan, leases for more than 10 years or \$1 million in annual value, or space requests for private buildings in the planning stages of development.

#### **General Administration**

GA will continue to have a strong role in the management of Washington state real estate transactions. GA will provide real estate knowledge and expertise within the long range strategic planning process by conducting market analysis, geography-based needs assessment, current facilities review and identification of alternatives. The agency will provide its expertise and staff resources to work with OFM in drafting of the 6-Year Statewide Facilities Strategic Plan. Upon enactment of the long range planning process, GA will take an active role in plan implementation. GA will continue to perform transactional work, including leasing and architectural services, construction management, acquisition or disposition of State-owned properties, and other real estate transactions.

#### **State Agencies**

State agencies and community and technical colleges will provide facility inventory information, prepare 6-year Facility Needs Studies, participate in the advisory Agency Stakeholder Planning Group by providing input into the 6-Year Statewide Facilities Strategic Plan and will adhere to the revised Space Request process.

#### **Agencies with Real Estate Authority**

Agencies with Real Estate Authority under RCW 43.82 include the State Liquor Control Board, the Departments of Fish and Wildlife, the Department of Natural Resources, the Department of Transportation, and the Parks and Recreation Commission. For facilities space that is being managed by GA, the agencies will participate in the similar fashion as other State Agencies described above. For the facilities space that is not managed by GA, the agencies will provide leased facility information for the State's comprehensive facility inventory and submit 6-Year Facility Plans for inclusion with 6-Year Statewide Facilities Strategic Plan.



## Higher Education Institutions

The State's four-year colleges will provide leased facility information for the State's comprehensive facility inventory and submit 6-Year Facility Plans for inclusion in the 6-Year Statewide Facilities Strategic Plan. The roles and responsibilities of higher education institutions were previously discussed in more detail in Section 2.3 above.

### 4.2 Summary of Roles and Responsibilities

**Error! Reference source not found.** presents a matrix of roles and responsibilities for OFM, GA, State agencies, higher education institutions, Legislature and the Governor. The following are short-hand descriptions used in the matrix:

- D Decision-Making:** Responsibility for determining final decision
- L Lead:** Responsibility for directing and guiding the process and outcomes. As appropriate for the task, this may include: facilitating processes and meetings, providing on-going instruction, preparing documentation, coordinating comments and review, conducting research and analysis, or providing recommendations
- C Comment:** Responsibility for providing review and input for products associated with a task
- S Support:** Responsibility for providing staff work and the product associated with a task. As appropriate for the task, this may include: preparing documentation, or conducting research and analysis
- **No Activity**



## Exhibit 5

### Summary of Roles and Responsibilities

Major Tasks	One-time/ Ongoing	Responsibilities				
		OFM	GA	State Agencies*	Higher Education	Legislature & Governor
Action #1: Implement Long Range Strategic Facility Planning						
Develop initial instructions, policies, procedures & forms	Ongoing	L	C	C	C	C
Develop 6-year Agency Facilities Needs Studies	Ongoing	S	S	L	---	---
Review Agency 6-Year Facilities Needs Studies & create Program Summary	Ongoing	L	---	C	---	---
Complete Geographical Needs Assessment	Ongoing	C	L	---	---	---
Conduct Market Analysis	Ongoing	C	L	---	---	---
Research current conditions & trends	Ongoing	C	L	---	---	---
Evaluate GMA and community Impacts	Ongoing	C	L	---	---	---
Organize and coordinate Long Range Planning Team	Ongoing	L	S	---	---	---
Identify alternatives (Including co-location options)	Ongoing	L	S	---	---	---
Review current facilities	Ongoing	C	L	C	---	---
Conduct Condition Assessment (for building identified as substandard)	Ongoing	C	L	C	---	---
Identify opportunities for disposition of current assets	Ongoing	C	L	C	---	---
Identify opportunities for acquisition	Ongoing	C	L	C	---	---
Complete Alternatives Analysis	Ongoing	L	C	C	---	---
Prioritize space needs	Ongoing	L	C	C	---	---
Determine approximate construction costs for State construction	Ongoing	L	C	C	---	---
Develop JLARC model	Ongoing	L	C	C	---	---
Evaluate alternatives	Ongoing	L	C	C	---	---
Complete financial analysis	Ongoing	L	C	C	---	---
Review alternatives and develop recommendations	Ongoing	L	S	C	---	---
Draft 6-Year State Facilities Strategic Plan	Ongoing	L	S	C	L	---
Revise and finalize 6-Year Plan (includes all Agencies)	Ongoing	L	---	---	---	---
Submit to Governor and Legislature by January 1, 2009 and every odd-numbered year thereafter	Ongoing	L	---	---	---	---
Obtain approval for 6-Year Plan	Ongoing	S	---	---	---	D
Provide data and response to inquiries from Legislature during Legislative Session	Ongoing	L	C	C	C	C
Revise and finalize Enacted 6-Year Plan	Ongoing	L	C	C	C	C
Action #2: Link the 6-Year Long-Range Strategic Facility Plans to Budget						
Standardize additional materials to be attached to Agency's Budget Requests	One time	L	C	C	C	---
Review and revise Fiscal Note to incorporate facilities impact	One time	L	C	C	C	---
Align Agency Budget Requests for leased space	Ongoing	C	---	L	L	---
Review Agency Budget Request for leased space and associated project costs	Ongoing	L,C	C	C	C	---



Major Tasks	One-time/ Ongoing	Responsibilities				
		OFM	GA	State Agencies*	Higher Education	Legislature & Governor
<b>Action #3: Institute a New Lease Review, Approval &amp; Oversight System</b>						
Revise and improve the Space Request Form	One time	L	C	C	C	---
Review Agency Requests for Space that are not consistent with the 6-Year Plan	Ongoing	L,D	C	S	---	---
Review and approve leases for over \$1.0 million annual lease value, for space under development, and over 10 years in term	Ongoing	L,D	C	C	---	---
Develop annual report on delegated leases	Ongoing	C	L	---	---	C
<b>Action #4: Develop and Maintain a Comprehensive Facilities Inventory and Asset Management System</b>						
Complete FIS report (web-based application)	One time	L	C	C	C	C
Request for funding the FIS System as recommended	One time	L	---	---	---	D
Develop FIS System	One time	L	C	C	C	C
Procure/Develop System (system type to be determined by FIS report)	One time	L	---	---	---	---
Complete instructions for FIS System	One time	L	C	---	---	---
Populate the FIS System with data	One time	S	S	S	S	---
Regular updates to FIS System	Ongoing	S	S	S	S	---
Complete & distribute annual report	Ongoing	L	---	---	---	C
<b>Action #5: Strengthen Accountability, Communication, and Reporting on Facility Planning and Decision-Making</b>						
Review and amend RCW's	One time	L	C	C	C	D
Communicate roles and responsibilities	One time	L	C	C	C	---
Coordinate Agency Real Estate Policy Forum	Ongoing	L	C	C	C	---
Coordinate Facilities Forum	Ongoing	C	L	C	C	---
Prepare monthly Pipeline Report reflecting all lease transactions in progress	Ongoing	C	L	---	---	---
Prepare monthly Agency Activity Reports	Ongoing	---	L	C	---	---
Develop and maintain General Administration performance measures	Ongoing	C	L	---	---	---
Develop and maintain Office of Financial Management performance measures	Ongoing	L	---	---	---	---
Evaluate the new lease review, approval and oversight system and the long range planning process after the initial cycle of completion	Ongoing	L	C	C	C	---
<b>Action #6: Develop Organizational Capacity to Support Improved Facility Planning and Oversight</b>						
Evaluate necessary positions and numbers of FTEs for OFM	One-time	L	---	---	---	---
Evaluate necessary positions and numbers of FTEs for GA	One-time	C	L	---	---	---
Make supplemental budget request	One-time	L	C	---	---	D
Hire additional OFM staff	One-time	L	C	---	---	---
Hire additional GA staff	One-time	C	L	---	---	---

Source: Berk & Associates, 2007

**Note:** \*Agencies with Real Estate Authority: For facilities space that is being managed by GA, the agencies will participate in the similar fashion as other State Agencies described above. For the facilities space that is not managed by GA, the agencies will provide leased facility information for the State's comprehensive facility inventory and submit 6-Year Facility Plans for inclusion with 6-Year Statewide Facilities Strategic Plan (consistent with Higher Education).