

Washington State

Implementation Approach for Development of the 2019-25 Six-Year Facilities Plan

As required by RCW 43.82.055



Office of Financial Management
Facilities Oversight
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Overview

[RCW 43.82.055](#) directs the Office of Financial Management (OFM) to work with state agencies to determine the long-term facilities needs of state government. OFM transmits these facilities needs to the Legislature through the state Six-Year Facilities Plan on January 1 of each odd-numbered year, after alignment with the governor's proposed biennial budget. This document describes the approach for development of the 2019-25 Six-Year Facilities Plan.

Washington houses state employees, volunteers, contractors and community partners in leased and owned offices across the state. To oversee the state's investment in facilities, the 2019-25 Six-Year Facilities Plan will identify the square footage and cost expected for each agency's portfolio of facilities, and document the actions necessary to meet the defined cost and square footage metrics within the six-year period. Agencies are encouraged to apply the state's modern work environment policies to any proposed project.

With good planning and close collaboration with state agencies, the state can better optimize its facilities portfolio to make the best use of taxpayer money.

What's new

The process for developing the 2019-25 Six-Year Facilities Plan will include new and enhanced components:

- The use of the new Facilities Portfolio Management Tool (FPMT) to increase data transparency and streamline data reporting.
- A single reporting timeline and updated project phases to reasonably reflect the workload.

Implementation approach

Goals

The goals for six-year facilities planning are to identify projects and develop strategies to lease and own facilities that:

- Support the business needs of state agencies.
- Are healthy, safe and sustainable.
- Use all of the state's fund sources effectively and efficiently.

OFM recognizes that by using workplace strategies that align work, locations and people, the state can meet these goals while serving the public.

Strategy

The 2019-25 Six-Year Facilities Plan's process will implement key strategies based on the state's current environmental factors. It will:

- Define agencies' business needs, work patterns and facilities requirements.
- Acquire meaningful facilities data, including user data, building condition and energy consumption.
- Align long-range facilities planning with agency strategic plans and budgets.
- Allow coordination and collaboration across state agencies.

Scope

The 2019-25 Six-Year Facilities Plan will include a subset of the total state facilities inventory. This includes all state agencies except for agricultural commodity commissions, four-year higher education institutions, and legislative and judicial agencies.

Office space within an owned campus that has a separate, distinct business purpose for the state and directly supports those campus functions is excluded from the scope. An example would be an administrative building in a Department of Corrections prison.

Three space categories are part of the 2019-25 six-year facilities planning process. These spaces generally house employees, service delivery functions, or related equipment and infrastructure. These are:

- Leased and owned offices, hearings and conference rooms.
- Leased and owned storage, warehouse and information technology support facilities.
- Leased laboratories.

The space categories and space types align with the Facilities Portfolio Management Tool. If a space has multiple uses, the facility's primary space type listed in FPMT will be used for six-year planning purposes. Based on the 2017 Facilities Inventory System Report, the scope of the 2019-25 Six-Year Facilities Plan is expected to include approximately 1,000 facilities. Generally, facilities that are not included in the scope of this planning effort are included in the 10-year capital plan.

Process

A phased approach will be used to develop the 2019-25 Six-Year Facilities Plan. Phased planning provides the opportunity to ensure that OFM and agencies have a common understanding of business needs and gather complete baseline data before conducting analysis and drafting a six-year facilities plan. A brief description of each phase is provided below. A timeline is provided in [Appendix A](#).

Kick-off

During the initiation phase, the planning process is updated from the previous cycle to reflect the lessons learned. The implementation approach and data collection instructions are developed during this phase.

This phase is expected to be completed by March 12, 2018.

Gather data and understand business needs

The information-gathering phase will include obtaining facilities-related data and holding discussions with agencies about current and changing business needs, workplace strategies and strategic plans including efforts related to [Executive Order 16-07: Building a Modern Work Environment](#). In this phase, OFM will work with agencies to:

- Obtain current facilities location, lease and operating cost data through the FPMT.
- Gather space use and energy data.
- Develop an understanding of agency strategic plans.
- Keep abreast of changing business needs and related facilities strategies with state agencies.
- Learn about and discuss modern work environment strategies.
- Develop an understanding of current building conditions.
- Develop an understanding of outcomes from previous six-year facilities plans.

This phase must be completed by May 31, 2018.

Validate data and develop baseline projections

During this phase, OFM will work with agencies to:

- Validate agency FPMT data by comparing to other data sources such as the enacted budget, Department of Enterprise Services' lease inventory and the state Human Resource Management System.
- Develop a six-year projection of baseline facilities square feet and cost.
- Develop a square footage per user target for facility projects for state agencies with anticipated projects.

This phase is expected to be completed by June 29, 2018.

Create agency desired plan

During this phase, state agencies are required to develop their own desired six-year facilities plan. This includes identifying the desired action by facility; completing a project summary for each request to acquire new space, expanding or completing a major reconfiguration; and defining growth projections for forecasted and nonforecasted programs, and new agency policy/program goals. Each agency's desired six-year facilities plan should be reviewed by agency leadership before it is submitted to OFM.

This phase must be completed by August 1, 2018.

Conduct analysis

During this phase, OFM will work with agencies to:

- Analyze space use and business needs.
- Research and document staffing, budgeting, caseload forecasts, program and customer trends.
- Review and refine financial assumptions for market rates, lease inflation and operating expenses.
- Conduct research and analyze potential facilities solutions.
- Conduct geospatial research.
- Facilitate cross-agency collaboration.
- Conduct life cycle cost analysis on leasing and ownership solutions when a project is over 20,000 square feet.
- Draft project list (action, scope, budget and timeline).
- Gather stakeholder feedback.

OFM facilities analysts will also seek feedback from and collaborate with other related statewide programs, including the Office of the Chief Information Officer and OFM State Human Resources, DES and other central service agencies, as appropriate.

This phase is expected to be completed by September 28, 2018.

Draft plan and align with budget

The purpose of this phase is to refine the 2019-25 Six-Year Facilities Plan by aligning it with the governor's budget under development. In this phase, OFM will:

- Review the draft plan with agencies and incorporate feedback.
- Coordinate with OFM budget analysts to inform the plan and the governor's proposed budget.
- Update the draft plan.

This phase is expected to be completed around December 10, 2018.

Finalize plan

2019-25 Six-Year Facilities Plan

This phase of the planning process includes review and approval of the 2019-25 Six-Year Facilities Plan by OFM leadership. The plan will include portfolio-wide efficiency targets that reflect the goals of [Executive Order 16-07](#). This final phase ends with the delivery of the plan to the Legislature by January 1, 2019.

2019-25 Enacted Six-Year Facilities Plan

After completion of the 2019 legislative session, an enacted plan will be published that reflects new laws and policies, including the enacted budgets. The 2019-25 Enacted Six-Year Facilities Plan will be published 90 days after the end of the legislative session.

Efficiency measures

The State Facilities Oversight Program will use efficiency measures to evaluate consistency between planned projects defined in the six-year facilities plan and actual implementation. These measures will be used as tools in the next planning cycle to improve data assumptions and processes. The following facilities measures will be evaluated through gathering and reporting facilities project outcomes using the OFM project outcomes form.

2019-25 Six-Year Facilities Plan *portfolio* metrics are:

- Total number of projects planned vs. number of projects completed.
- Total planned square feet vs. actual square feet by portfolio.¹
- Total planned annual costs vs. actual planned annual costs.
- Total planned square feet per user vs. actual square feet per user.²
- Total planned cost per user vs. actual cost per user.

2019-25 Six-Year Facilities Plan *project* metrics are:

- Planned square footage vs. actual square footage.
- Planned annual full service cost vs. actual full service cost.
- Planned one-time costs vs. actual one-time costs.
- Planned occupancy date vs. actual occupancy date.
- Planned square feet per user vs. actual square foot per user.
- Planned cost per user for each new facilities project vs. actual cost per user.

Contact information

OFM facilities analysts serve as the primary contacts for state agencies:

Functional Area	Facilities Analyst	Email Address	Phone Number
Natural resources and transportation	Chuck McKinney	chuck.mckinney@ofm.wa.gov	360-584-5039
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For assistance in gathering data in FPMT:

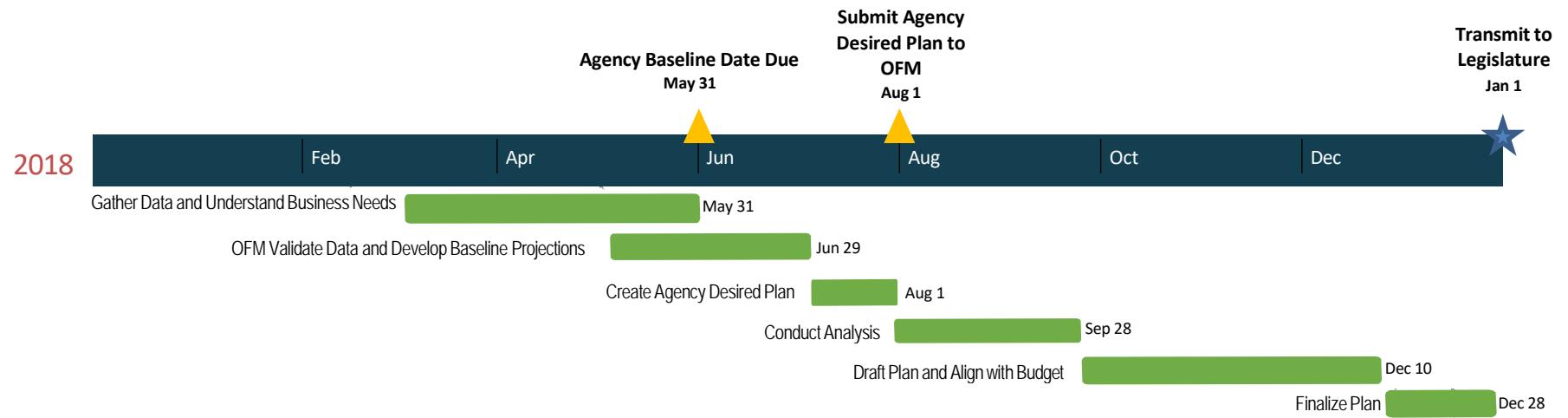
Contact	Title	Email Address	Phone Number
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Laurie Wood	Facilities Inventory and GIS Analyst	laurie.wood@ofm.wa.gov	360-902-0461

More information is available at [OFM's six-year facilities plan website](#).

¹ This same data will be used to monitor space use efficiency targets in accordance with [Executive Order 16-07](#).

² Ibid

Appendix A: Six-Year Facilities Plan Timeline



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