

*State of Washington*

# **Implementation Approach for Development of the 2017–23 Six-Year Facilities Plan**

RCW 43.82.055

Office of Financial Management  
Budget Division, 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 Jan. 1 of each odd-numbered year, after alignment with the Governor's biennial budget. This document serves as the implementation approach for development of the 2017–23 Six-Year Facilities Plan.

Washington places state employees, volunteers, contractors and community partners in leased and owned offices across the state. Over the past eight years, most agencies have improved their efficient use of office space, decreasing both their square footage and cost. Efforts to shrink space have focused on traditional methods of space reduction and generally have not been the result of workplace innovation. However, state government agencies are beginning to deploy modern workplace solutions.

Advances in technology, new and revised laws and policies, business and service delivery changes, changes in employee and customer expectations and the need to reduce the state's environmental imprint are just a few of the factors affecting how and where work is accomplished in state government. At the same time, real estate and construction costs are beginning to rise again while constrained resources and continued demand for services challenge us to do more with less. These factors all present the need to modernize our workplaces. With good planning and closer collaboration, the state can do more to optimize the facilities portfolio to support its work on behalf of its citizens.

To oversee the state's investment in facilities, the 2017–23 Six-Year Facilities Plan will (1) identify the square footage and cost expected for each agency's portfolio of facilities; (2) document the actions necessary to meet the defined cost and square footage metrics within the six-year period; and (3) define the state's workplace strategies and space use policies.

Workplace strategy is the dynamic alignment of an organization's work patterns with the work environment to enable peak performance and optimize costs.

## What's new

The process for developing the 2017-23 Six-Year Facilities Plan will include new and enhanced components:

- A new format for the baseline data request that promotes a greater understanding of current space use.
- A requirement that state agencies submit their desired facilities plan by Aug. 1, 2016, in a format prescribed by OFM.
- The development of statewide space use policies.

## 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.
- Are used efficiently.
- Use all the state's fund sources effectively.

OFM recognizes that by establishing workplace strategies that align work, place and people, the state can meet these goals.

### Strategy

The 2017–23 Six-Year Facilities Plan's process will focus on implementing key strategies based on the state's current environmental factors. The planning process will emphasize:

- Understanding and defining agencies' business and facilities requirements.
- Innovative workplace strategies, i.e., the alignment of work and place.
- Acquiring meaningful facilities data, including user data.
- Aligning long-range facilities planning with agency strategic plans, workplace strategies and budgets.
- Identifying energy efficiency opportunities for facilities.
- Cross-agency coordination and collaboration.
- Educating the state facilities community on best practices for space use.

### Scope

The 2017–23 Six-Year Facilities Plan includes all state agencies except for agricultural commodity commissions and the public four-year higher education institutions. Legislative and judicial agencies have chosen not to participate.

Three space categories are part of the 2017–23 six-year facilities planning process. These spaces generally house employees, service delivery functions or related equipment and infrastructure.

These include:

- leased and owned offices, hearings and conference rooms
- leased and owned storage, warehouse and information technology support
- leased laboratories

The space categories and space types align with the 2015 Facilities Inventory System. Categories are defined in the [2015 State Facilities Inventory Instructions](#) on Page 16.

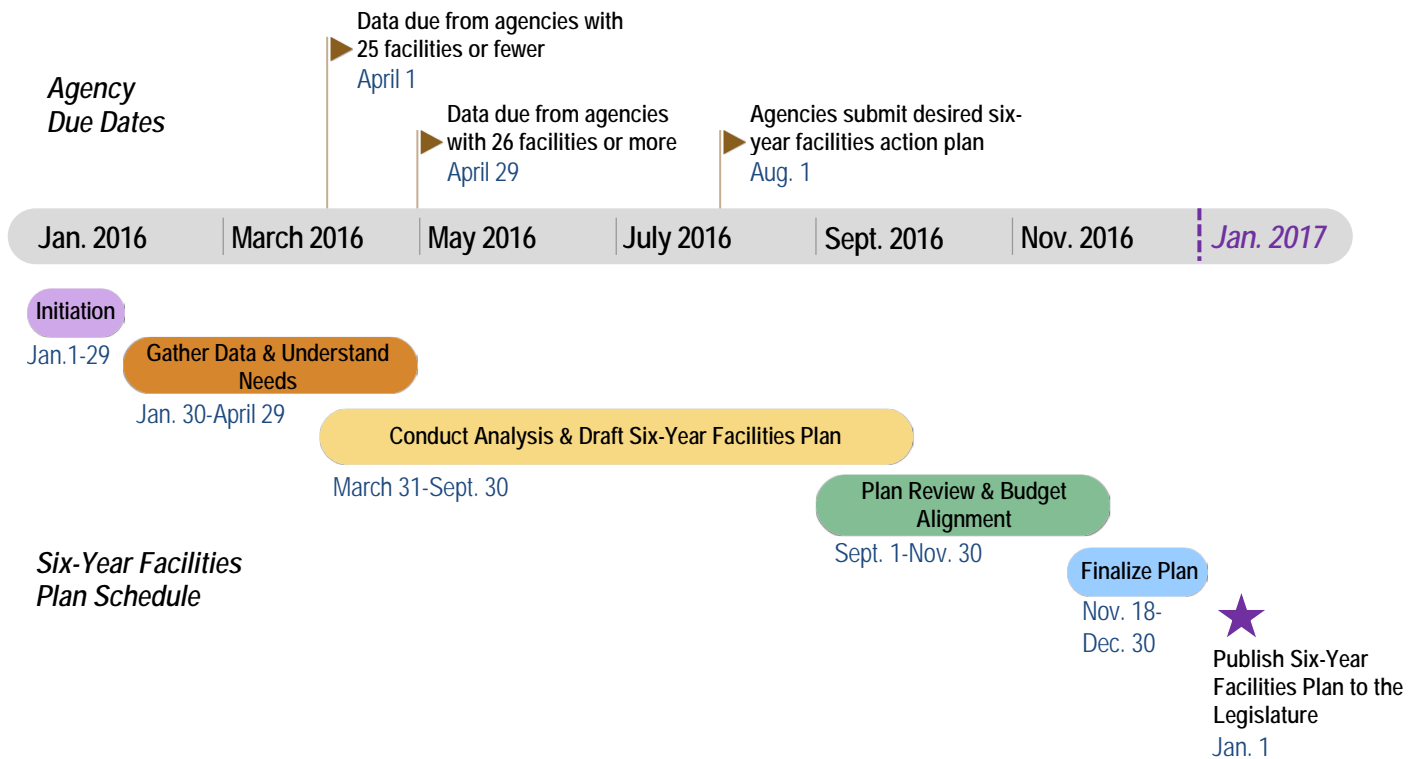
Office space within an owned campus that has a separate and distinct business purpose for the state and directly supports those campus functions is excluded from scope. An example would be an administrative building in a Department of Corrections prison.

If a space has multiple uses, the facility's primary space type listed in the 2015 Facilities Inventory System Report will be used for six-year planning purposes.

Based on the 2015 Facilities Inventory System Report, the scope of the 2017–23 Six-Year Facilities Plan is estimated to include approximately 1,250 facilities and 14 million square feet. 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 was used to develop the 2017–23 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. Below is a timeline of the process, presented with agency key dates and general planning phases, followed by a brief description of each phase.



### Initiation

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

This phase is expected to be completed by Feb. 1, 2016.

### 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. In this phase, OFM will work with agencies to:

- Understand agency strategic plans.
- Keep abreast of changing business needs and related facilities strategies with state agencies.
- Educate and discuss workplace strategies.
- Validate current facilities location, costs data and prior six-year facilities plans.

- Understand current building conditions.
- Gather space use data.
- Gather energy data.
- Research and document full-time equivalent, caseload, program and customer trends.

Data must be provided by agencies with 25 or fewer facilities by April 1, 2016, and by agencies with 26 or more facilities by April 29, 2016. Data collected will also be used to conduct a space utilization study as directed by the Washington State Legislature.

This phase is expected to be completed by April 29, 2016.

### Conduct analysis and draft plan

The purpose of this phase is for OFM to work with agencies to:

- Conduct analyses.
- Assist agencies in defining their workplace strategies.
- Analyze space use.
- Identify excess space.
- Review and refine financial assumptions for market rates, lease inflation and operating expenses.
- Conduct research and analyze potential facilities solutions.
- Develop location-based geospatial data and mapping.
- 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 facilities solutions (including action, scope, budget and timeline).
- Gather feedback.

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

Agencies' desired facilities plans will be due Aug. 1, 2016. This phase is expected to be completed by Sept. 30, 2016.

### Plan review and budget alignment

The purpose of this phase is to refine the 2017–23 Six-Year Facilities Plan by aligning it with the Governor's budget under development. In this phase, OFM will work to:

- Review the draft plan with agencies and incorporate feedback.
- Coordinate with OFM budget analysts to align the plan and the Governor's budget.
- Update the draft plan.

This phase is expected to be completed by Nov. 30, 2016.

### Finalize plan

#### **2017–23 Six-Year Facilities Plan**

This phase of the planning process includes review and approval of the 2017–23 Six-Year Facilities Plan by the OFM director. This final phase ends with the delivery of the plan to the Legislature by Jan. 1, 2017.

## 2017–23 Enacted Six-Year Facilities Plan

After completion of the 2017 legislative session, an enacted plan will be published that reflects new laws and policies, including the enacted budgets. The 2017–23 Enacted Six-Year Facilities Plan will be published 90 days after the end of the legislative session.

## Communication

Effective communication is a critical factor for the successful completion of the six-year facility planning process. A variety of stakeholder groups with an interest in this process will be kept informed. Methods used to conduct effective communication include meetings, briefings, email, telephone calls and the OFM Facilities Oversight website. The following table provides more detail.

Audience (Who)	Primary Responsibility (Who)	When
OFM director and deputy director	OFM sr. facilities oversight manager	January, then as needed
State agency leadership	OFM deputy director OFM sr. facilities oversight manager State agency primary point of contact	January, then as needed
State agency primary point of contact	OFM facilities analysts	Regularly, as needed
State agency budget/fiscal managers	State agency primary point of contact OFM facilities analysts	As needed
OFM budget analysts	OFM facilities analysts	As needed
DES real estate services and asset management	OFM sr. facilities oversight manager OFM facilities analysts	Monthly, as needed
Agency stakeholder forum	OFM sr. facilities oversight manager	Every other month, as needed
Legislative members and staff	OFM sr. facilities oversight manager	As needed
Legislative fiscal committees	OFM sr. facilities oversight manager	As requested
State lessors, developers, owners	OFM sr. facilities oversight manager	As requested

## Performance measures

The State Facilities Oversight Program will use performance measures to gauge the value of continuing to implement a long-range planning process. These performance measures are based on goals of the planning effort and current strategies. Performance measures and tools will be used at the close of the planning cycle to evaluate success.

The following facilities measures will be evaluated through gathering and reporting facilities outcomes compared to the 2017–23 Six-Year Facilities metrics:

- Total number of facilities where poor building conditions were remedied.
- Total numbers of facilities where poor ENERGY STAR ratings were resolved.
- Total square feet obligated at the close of each fiscal year.
- Square feet per FTE for each agency facilities portfolio.
- Square feet per user for each new facilities project.
- Total estimated annual ongoing cost by fiscal year.



- Cost per FTE for each agency facilities portfolio.
- Cost per user for each new facilities project.
- Number of agencies that have implemented workplace strategies.

Reports will also track actions and accomplishments of agencies in meeting their square footage and cost expectations.

## Contact information

OFM facilities analysts serve as the primary contacts to state agencies in development of the six-year facilities plan and will conduct analysis throughout the process.

Functional Area	Facilities Analyst	E-mail Address	Phone Number
Natural resources, transportation, DOC and DES	Chuck McKinney	<a href="mailto:chuck.mckinney@ofm.wa.gov">chuck.mckinney@ofm.wa.gov</a>	360-584-5039
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Human services	Kaye Foldvik	<a href="mailto:kaye.foldvik@ofm.wa.gov">kaye.foldvik@ofm.wa.gov</a>	360-810-0601

For any other inquiries about the 2017–23 Six-Year Facilities Plan or this implementation approach, contact:

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More information is available on OFM’s website:  
<http://www.ofm.wa.gov/budget/facilities/sixyearplan.asp>.

