

Administrative Policy No. 14.15

Subject:	Building Management of DSHS Leased Facilities
Information Contact:	Leased Facilities and Maintenance Operations Facilities, Finance & Analytics Administration 509-720-4875
Authorizing Source:	Management Services
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Approved by:	<u>Original signed by Michael Williams</u> Interim Senior Director, Office of Justice and Civil Rights

Purpose

This policy defines and outlines the responsibilities of building management and tenants in leased facilities in which the Department of Social and Health Services programs are located.

Scope

This policy applies to all DSHS organizational units in leased facilities.

Definitions

Building Management Committee is a standing committee formed at each facility that houses two or more DSHS tenants to coordinate on site facility maintenance and operations. The committee shall consist of one representative from each DSHS tenant program and collocated state agencies occupying space in the leased facility or suite.

Building Manager is the primary building contact for a facility for the lessor, other building tenants, facility coordinator(s), and leased facilities and maintenance operations staff for day-to-day and on-going issues. This position may have other responsibilities outside of these functions and may have responsibilities for multiple facilities.

Department of Enterprise Services, Real Estate Services (DES, RES) is the state agency and division that provides leasing services to DSHS under [RCW 43.82.010](#).

Emergency or disaster (as defined under RCW 38.52(6) (a) means “an event or set of circumstances which: (1) demands immediate action to preserve public health, protect life, protect public property, or to provide relief to any stricken community overtaken by such occurrences, or (2) reaches such a dimension or degree of destructiveness as to warrant the governor declaring a state of emergency pursuant to RCW 43.06.10. Emergencies excluded from this policy as defined under RCW 38.52. (6)(b), are those that “require a normal police, coroner, fire, rescue, emergency medical services, or utility response.” Please refer to Administrative Policy 9.11 for further guidance related to emergency management.

Facility means a physical space leased on behalf of DSHS to meet the space requirements of one or more programs.

Facility Coordinator is the statewide facility program manager who is the primary contact at the administration or division level for all leased facility issues including lease development and monitoring, strategic, financial and operational planning, office configuration, determination of space needs and building maintenance issues. This position manages the administration or division facility program in close coordination with local, regional, divisional, administration and agency leadership staff. This position also serves as the primary contact point to assist with the mediation and resolution of escalated facility-related issues on behalf of the administration or division. This position regularly meets with the leased facilities and maintenance operations team and serves on the leased facilities advisory committee.

Health and Safety Risk Issues means a building-related issue that compromises the health or safety of staff and clients. This includes, but is not limited to air quality issues, building hazards, and security issues.

Leased Facilities Advisory Committee is a standing committee chaired by the leased facilities and maintenance operations chief, and made up of designated headquarters and field representatives from each administration. This committee advises the leased facilities and maintenance operations chief on escalated leased facilities issues. It also serves as the advisory body for all leased facilities issues including strategic planning, policies, procedures, standards, and guidelines. Members of this committee have delegated authority from their respective executive managers to represent their administration’s interests and make facilities management decisions on their behalf.

Leased Facilities Business Manager is the primary point of contact in leased facilities and maintenance operations for facility lease and project budgeting, financial oversight of lease, and project costs. The leased facilities business manager assists with the development, maintenance, and oversight of the leased facilities strategic plan.

Leased Facilities Emergent Issues Team is the team responsible for addressing and resolving emergent issues. The team is made up of the LFMO management analyst, the LFMO business

manager, and the LFMO chief.

Leased Facilities Project Manager is the primary point of contact in the leased facilities and maintenance operations for leased facility project activities, building construction, office reconfiguration, and escalated building maintenance. The facilities project manager is responsible for coordinating and chairing the DSHS project team meetings and producing DSHS project team meeting minutes from each DSHS project team meeting.

Leased Facilities and Maintenance Operations (LFMO) is the unit in the Facilities, Finance and, Analytics administration that provides oversight for all leasing and facility related services for all administrations of DSHS.

Leased Facilities and Maintenance Operations (LFMO) Chief is the primary oversight position in DSHS for all leased facilities activities and supervision of all leased facilities and maintenance operations staff. The LFMO is the primary point of contact in DSHS for (1) leased facility lease negotiation, (2) lease monitoring, which includes resolving escalated lease maintenance issues, and (3) assisting in developing and executing the leased facilities strategic plan.

Lease Matrix means a table in the leased facilities database where each program's space usage in a facility is entered using a percentage. This percentage is based on the number of square feet each program occupies and defines the amount each tenant shall pay for facility related costs. The lease matrix is used to update the agency financial reporting system (AFRS) master index and is used in accounting transactions and budget development.

Lessor/Lessor's Representative is the owner of the leased property or their authorized representative responsible for all building related maintenance and repair to a building being leased to DSHS

Tenant means a functional section, typically a division, administration, or subtenant of DSHS who pays rent to use or occupy land, a building, or other property owned by another entity.

Policy

- A. DSHS manages leased facilities to provide effective and efficient building operations that protect the health and safety of clients and staff and facilitate effective delivery of program services.
- B. Every DSHS facility must have a building manager.
 1. The building manager is assigned from staff working for the DSHS tenant who occupies the most space in a facility, unless otherwise noted in a lease or sublease, property management agreement, or memo of understanding, and is agreed to by all tenants.
 2. The costs of the building manager's salary, benefits, expenses, and FTE allocation

may be shared among tenant programs only when a new position is created for the purpose of performing building management duties.

- a. This employee may have assigned tasks outside of the building management realm; the cost share for this position will be based on the average number of hours spent performing building management functions.
 - b. It is the largest tenant's responsibility to calculate and present this allocation to the building management committee. The committee must approve of the allocation of time and costs to the other tenant programs. The approved costs will then be divided among the facility tenants according to the lease matrix.
- C. All building costs (rent, energy, janitorial, utilities, and tenant improvements etc.) are processed by the regional consolidated business services offices.
1. Costs are prorated to each program based on their percentage of occupancy in the building using the appropriate AFRS master index code based on the lease matrix for that facility.
 2. Updates to a tenant program's space allocation will be done in accordance with administrative policy 14.04. The leased facilities business manager evaluates these changes for fiscal impact and approves updates to the lease matrix on a case by case basis.
 3. Tenant programs are responsible for:
 - a. Accuracy of program coding
 - b. Informing LFMO of coding changes in writing
 4. LFMO is responsible for:
 - a. All updates to lease matrix coding and occupancy percentages in the lease matrix
 - b. Updates to the AFRS master index in cooperation with the office of accounting services
 - c. Informing the regional central business services offices of master index additions
- D. Tenants in a facility with two or more DSHS programs will form a building management committee that is responsible for facility oversight, maintenance and operation. The building management committee may be a subset of the safety committee.
1. One representative from each tenant program in a facility serves as a member of the building management committee.
 2. The building management committee must elect a committee chairperson annually, who serves in that position for one year. Other building committee representatives may serve indefinitely.
 3. The building manager will automatically become a building committee representative and may serve as chairperson if elected.
 4. If the building management committee agrees to propose an alternate model for

building management that meets department objectives and obtains a similar outcome for the agency, the committee may petition the LFMO chief in writing for an exemption to the guidelines in this policy.

E. The building management committee must abide by the terms of the lease or sublease agreement and any other applicable policies established by the agency.

F. Roles and responsibilities pertaining to building management of DSHS leased facilities are as follows:

1. The building manager:

- a. Acts as liaison between the tenants, LFMO staff, facility coordinators, management, and the lessor representatives and provides clear communication of building issues and resolution to all tenants.
- b. Initiates maintenance requests with the lessor or lessor's representative, as required, for repair and maintenance issues in a timely manner.
- c. Monitors and assesses day-to-day operating procedures of the facility.
- d. Tracks communications with the lessor's representatives by maintaining a communication log.
- e. Follows the established communication procedures in this policy for unresolved leased facilities issues.

2. The building management committee representatives:

- a. Have delegated authority from their respective programs to participate in and make building management decisions and coordinate funding approval from their chain of command as needed.
- b. Define rules for the facility to include, but not limited to:
 1. Hours of operation;
 2. Security procedures;
 3. Housekeeping;
 4. Decoration;
 5. Parking;
 6. Health and safety;
 7. Sustainability;
 8. Emergency procedures (see Building Management of DSHS Leased Facilities guidelines); and
 9. Building repairs, maintenance, etc.
- c. Follow the procedures in Building Management of DSHS Leased Facilities guidelines for unresolved leased facilities issues.

3. The appointing authorities:

- a. Approve the assignment of the building manager;

- b. Delegate authority to their respective building management committee representative;
 - c. Follow the procedures in Building Management of DSHS Leased Facilities guidelines for unresolved leased facilities issues; and
 - d. Determine the operational status of a building due to inclement weather.
 4. The leased facilities advisory committee:
 - a. Resolves problems related to building and leased facilities management escalated through the process to this committee.
 5. The LFMO emergent issues team:
 - a. Serves as the initial point of escalation to ensure timely problem resolution;
 - b. Verifies that service requests are within the scope of lease covenants;
 - c. Documents and negotiates with lessor/lessor's representatives and DES real estate services on issues related to the lease covenants;
 - d. Follows the procedures in Building Management of DSHS Leased Facilities guidelines for unresolved leased facilities issues; and
 - e. Coordinates with LFMO staff, DES real estate services, the lessor's representative, and the leased facilities advisory committee to resolve escalated issues.
 6. The leased facilities project manager:
 - a. Assists LFMO emergent issues team as needed.
- G. If any facility management issue arises associated with risk to life, health, or safety that relates to lessor responsibility, the facility coordinator(s) must immediately refer the issue to the LFMO chief if the lessor will not or cannot immediately resolve the issue.
- H. If a building emergency arises, the building manager must assess the potential impacts to the health and life safety of occupants and follow the facilities emergency response procedures. Further details are referenced in [AP 9.16 Emergency Closures, Delayed Openings, and Suspension of Operations](#) & [AP 9.11 Emergency Management](#).
 1. Building evacuations and closures must be coordinated across all tenant organizations.
 2. Notification of the emergency must be provided to regional management of each DSHS tenant organization.
 3. Emergencies necessitating building closure and activation of continuity plans must be reported to DSHS emergency management services.
 4. Any suspension of operations must be coordinated through the secretary's office. In accordance with [WAC 357-31-260](#), the secretary may suspend operations when it is determined that public safety, health, or property is jeopardized due to emergency conditions.

- I. If a facility management issue unrelated to lessor responsibilities arises that the building management committee cannot resolve, then follow the procedures in Building Management of DSHS Leased Facilities guidelines.
- J. If a non-emergent facility management issue arises that relates to lessor responsibilities that the building manager cannot resolve directly with the lessor's representative, then follow the procedures in Building Management of DSHS Leased Facilities guidelines.

DSHS Official