



Administrative Policy No. 14.15

Subject: Building Management of DSHS Leased Facilities

Information Contact: Leased Facilities Unit
Office Support and Services Division
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Authorizing Source: Management Services

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Approved by: original signed by Dana Phelps
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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 means 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 occupying space in the Facility

Building Manager means the primary building contact for a Facility/Campus to the Lessor, other building tenants, and Leased Facilities Unit (LFU) 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.

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

Facility Coordinator means the statewide facility program manager that 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 LFU 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/or clients. This includes, but is not limited to: air quality issues, building hazards, and or security issues.

Leased Facilities Advisory Committee is a standing committee chaired by the Office of Support and Services (OSSD), Director, and made up of designated headquarters and field representatives from each administration. This committee advises the OSSD Director 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 means the primary point of contact in the (OSSD) for facility lease and project budgeting, financial oversight of lease and project costs, and assists with the development, maintenance and oversight of the Leased Facilities Strategic Plan.

Leased Facilities Planner is the primary point of contact in the LFU for leased facility project activities, building construction, office reconfiguration, and escalated building maintenance. The Facilities Planner 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 Unit (LFU) means the unit in OSSD that provides oversight for all leasing and facility related services for all Administrations of DSHS.

Leased Facilities Unit Manager means the primary oversight position in DSHS for all leased facilities activities and supervision of all LFU staff.

Leasing Manager means the primary point of contact in DSHS and the LFU for leased facility lease negotiation, lease monitoring to include coordination of resolution to escalated lease maintenance issues, and also assist with the development and maintenance of the Leased

Facilities Strategic Plan.

Lease Matrix means a table in the Leased Facilities Data Base 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 populates and updates the Agency Financial Reporting System (AFRS) master index and is used in accounting transactions and budget development.

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

Office of Support and Services Division (OSSD) is the division that provides central support services such as facilities, purchasing, contracting, background checks and capital projects for all Administrations of 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 facility shall have a Building Manager. The Building Manger is assigned from staff working for the DSHS tenant who occupies the most space in a facility (the largest tenant), unless otherwise noted in a lease or sublease, property management agreement, Memo of Understanding, or agreed to by all tenants.

The costs of the Building Manager's salary, benefits, expenses and FTE allocation shall be shared among tenant programs only when a new position is created for the purpose of performing building management duties. 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. 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.

All building costs (rent, energy, janitorial, utilities, and tenant improvements etc.) are processed by the Regional Business Centers. Costs are prorated to each program based on their percentage of occupancy in the building using the appropriate AFRS master index code for that facility.

Updates to a tenant program's space allocation will only be done to accurately reflect program space usage in a Facility. The Leased Facilities Business Manager evaluates

these changes for fiscal impact and approves updates to the Lease Matrix on a case by case basis.

Coding and space allocation changes made to the Lease Matrix are transmitted to AFRS twice monthly via electronic data transmission to update AFRS master index tables.

Tenant programs are responsible for:

- Accuracy of program coding
- Informing LFU of coding changes in writing

LFU is responsible for:

- All updates to lease matrix coding and occupancy percentages
- Updates to the AFRS Master Index via data transmission of the Lease Matrix
- Informing the Regional Business Centers of master index additions

- C. 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. One representative from each tenant program in a facility serves as a member of the Building Management Committee.

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. The Building Manager will automatically become a Building Committee representative and may serve as Chairperson if elected.

- D. 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 LFU Manager 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, LFU staff, Facility Coordinators, management, and the Lessor representatives and provide 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 program 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:
 - Hours of operation
 - Security procedures
 - Housekeeping
 - Decoration
 - Parking
 - Health and safety
 - Sustainability
 - Emergency procedures (see page 8, paragraph B)
 - Building repairs/maintenance, etc.
 - c. Follow the procedures in this policy 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 this policy for unresolved leased facilities issues.
4. The Leased Facilities Planner
 - a. Serves as the primary point of contact for a facility's building manager for unresolved building issues.
 - b. Coordinates with the LFU, Facility Coordinator (s), Department of Enterprise Services (DES), the lessor's representative, and OSSD Management to timely resolve problems.
 - c. Follows the procedures in this policy for unresolved leased facilities issues.
5. The Leased Facilities Leasing Manager:
 - a. Verifies that service requests are within the scope of lease covenants.
 - b. Documents and negotiates with Lessor's/Lessor's Representatives and/or DES on escalated issues related to the lease covenants.
 - c. Follows the procedures in this policy for unresolved leased facilities

issues.

6. The Leased Facilities Advisory Committee:
 - a. Resolves problems related to building and leased facilities management escalated through the process to this committee.
7. The Leased Facilities Unit Office Manager:
 - a. Oversees all leased facilities activities.
 - b. Serves as the initial point of escalation to ensure timely problem resolution.
 - c. Coordinates with LFU staff, DES, the Lessors representative, and the Leased Facilities Advisory Committee to resolve escalated issues.

Procedure

- A. 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 LFU Manager in the OSSD if the Lessor will not/cannot immediately resolve the issue.
 1. The LFU Manager works to remedy these issues with the Facility Coordinator (s) involving: the LFU Facilities Planner, DES the Enterprise Risk Management Office, and the Director of OSSD as appropriate.
 2. The LFU is responsible for coordinating all environmental testing, professional analysis or recommended remediation for any facility suspected to have mold or air quality issues
 3. The Leased Facilities Unit Manager must verbally advise the Facility Coordinator (s) of the resolution as soon as possible and document the resolution in writing within five working days.
- B. If a building emergency arises, the Building Manager must assess the level of the emergency and follow the facilities emergency response procedures. Building evacuations and closures must be coordinated across all tenant organizations. Notification of the emergency must be provided to regional management of each DSHS tenant organization. Emergencies necessitating building closure and activation of continuity plans must be reported to the Office of Emergency Management. Any suspension of operations must be coordinated through the Secretary's Office.
- C. If a facility management issue unrelated to landlord responsibilities arises that the Building Management Committee cannot resolve, the following problem resolution process applies:
 1. The disputing committee representative(s) refers the issue to his/her respective

Facility Coordinator and Appointing Authority in writing.

The affected tenant program's Appointing Authority, the LFU Manager and Facility Coordinator (s) will review the issue within fifteen working days with the other affected programs' Appointing Authorities and renders a written decision to the Building Management Committee within fifteen working days of completing the review. The Leased Facilities Unit will participate in these disputes as appropriate to counsel members on lease terms, standards and current practice and may research and discuss how a similar issue was resolved elsewhere. The affected Appointing Authorities document the disputed issue and the agreed upon resolution or next steps.

2. If the Appointing Authorities cannot agree, the Chair of the Building Committee refers the issue to the Leased Facilities Advisory Committee.

The Leased Facilities Advisory Committee reviews the issue within fifteen working days and renders a written decision back to the affected Facility Coordinator (s), Appointing Authorities and the Building Management Committee within fifteen working days of completing the review.

3. If the Leased Facilities Advisory Committee cannot agree, the issue must be referred to the chair of this committee, and the OSSD Director.

The OSSD Director renders a written decision to the Leased Facilities Advisory Committee, the affected Appointing Authorities, the Facility Coordinator (s) and the Building Management Committee within fifteen working days.

- D. 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 the following problem resolution process applies:

1. The Building Manager refers the issue to the Facility Coordinator (s), and the Leased Facilities Planner in writing.

The Leased Facilities Planner coordinates with the Facility Coordinator (s) to review the lease terms and determine if the issue can be resolved within the scope of the lease. If the issue is determined not to be a landlord responsibility, the issue must be resolved using the process identified above in Section C.

If the issue is within the scope of the lease, Leasing Manager contacts the Lessor to request resolution to the issue. If the Lessor does respond with a plan for resolution, this plan must be documented and communicated back to the Facility Coordinator (s) within three days of receipt by the Leasing Manager.

2. If the Lessor does not respond with a plan for resolution in two weeks, the Leasing Manager coordinates with the Leased Facilities Planner and DES to attempt to resolve the issue with the Lessor. Notice of this escalation must be

provided to the Facility Coordinator (s) in writing. If the Lessor does respond with a plan for resolution, this plan must be documented and communicated back to the Building Manager.

3. If the Lessor and/or DES do not respond in two weeks with a plan for resolution, the Leasing Manager must refer the issue to the LFU Manager. Notice of this escalation must be provided to the Facility Coordinator (s) in writing.

The LFU Manager must coordinate with DES to attempt to provide a timely resolution to the issue with the Lessor. He or she must include the Director of OSSD where necessary to escalate the issue. If the Lessor does respond with a plan for resolution, this plan must be documented and communicated back to the Leasing Manager, and the Facility Coordinator (s)

Each request for resolution to any outside entities must be in writing and contain appropriate documentation from the Building Manager's tracking and response deadlines.

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