CAPITOL COMPLEX MASTERPLAN

DENVER, COLORADO

Appendix 3 - Benchmarking

a) Detailed State Abstracts

b) Comparative State Analysis

Appendix 3 - Benchmarking

a) Detailed State Abstracts

COLORADO STATE CAPITOL COMPLEX MASTER PLAN

Benchmarking Study - Abstract

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Arizona

FAST FACTS

State Population: 6.4M (US 2010 Census)
Capitol City Population: Phoenix, 1.5M (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION – Modified Decentralized[1]

Brief Description of Department Structure:

- Three separate state building authorities exist: ADOA, ABOR (higher education facilities), and ADOT (transportation support facilities).
- *Arizona Department of Administration (ADOA*) – "The Arizona Department of Administration (ADOA) is a state government agency dedicated to enabling, and in many cases, enhancing the ability of other agencies to conduct their business. ADOA was established in July 1973 by the Arizona State Legislature to provide support to the operation of state government."
    - *General Services Division (GSD)* – "provides a variety of business operation, construction oversight, accounting and management services to agencies, boards, commissions and ADOA divisions."
        - *Building and Planning Services (BPS)* – manages and directs the state-owned and/or operated real estate state-wide.
- *Legislative Governmental Mall Commission (LGMC) – has authority to prepare Capitol Complex master plan.*

Primary Objectives/Functions:

- BPS, "manages the ADOA Building System's building inspections, review of construction contracts, capital budget recommendations, building renewal allocations, state wide private space leasing program, tenant improvements, and monuments and memorials."
- Other functions include:
    - Reports on the, "condition, maintenance, and utilization of each building inspected during the prior fiscal year on an approximate schedule of 50% of buildings within the first two years and 50% of buildings in the following two years of the four-year (quadrennial) cycle."

Statues/Enabling Legislations:

- A.R.S § 41-791.01 — "Powers and duties relating to facilities planning and construction; exemption"
- A.R.S § 41-791.02 — "Powers and duties relating to acquiring property; lease purchase agreements; eminent domain"
- A.R.S § 41-792.01 — "establishes [Capital Outlay Stabilization Fund] and allows ADOA to collect rents from state agencies occupying state-owned space."
- A.R.S. § 41-793 — Establishment of ADOA building system
  ADOA inspects structures and reports their status to the Governor's Office and to the Legislature once every four years. ADOA General Services Division, Building and Planning Services section reports on the condition, maintenance and utilization of buildings inspected during the prior fiscal year on an approximate schedule of 50% of buildings within the first two years of the four-year cycle pursuant to A.R.S. § 41-793.
- A.R.S. § 41-1304.05 — "State capitol building areas and other facilities; jurisdiction; maintenance; definition"
- The Legislative Governmental Mall Commission was established by Laws 1985, Chapter 23.
- Due to lease-purchase agreements 2010A & 2010B and increased private sector involvement in the provision of government services, ownership and administrative responsibilities have become diffuse.

[1] State's management practices for real estate assets and leases are handled through a fragmented arrangement in which multiple agencies have oversight for managing the maintenance, capital investment and administration of particular assets in the State's real estate portfolio including facility assets located within the Capitol Complex, but with significant direction from a central agency that ensures compliance with an overarching vision.

Building and Planning Services division within GSD provides FM services for the state wide real estate portfolio.

Areas of Exclusion (Agencies not under purview)

- *Department of Public Safety* (DPS) and *Governor's Office of Homeland Security* (Homeland Security) completed a joint study to , "evaluate security in the Capitol Mall", and "General Services Division staffers are working closely with DPS, Homeland Security, and the ADOA Director's office to implement many of the study recommendations."
- *Legislative Governmental Mall Commission* (LGMC) has the power under A.R.S. § 41-1362 to "develop and maintain and amend as necessary a comprehensive long-range general plan for the development of the governmental mall"; and to "review and approve or disapprove in writing requests for permission to develop structures or sites or award construction contracts for new buildings or improvements within the governmental mall. The commission shall review requests submitted by the state or a political subdivision of this state in which the state or political subdivision has a contractual interest to ensure consistency with the approved general plan."

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- 529 FTEs in ADOA state-wide (January 2012). Authorized for 682 FTE
- 120.4 in GSD state-wide
- 76.6 in BPS state-wide

Locations of Facilities Department:

- Capitol Complex Buildings include:
  - Arizona State Legislature office buildings
  - The Executive Office Tower
  - Polly Rosenbaum State Archives Building
  - Arizona Department of Revenue Building and Parking Structure
  - Arizona Capitol Museum

CAPITOL COMPLEX

Significant Renovation or New Construction:

- None Planned

Leased Space:

- In 2010 the State of Arizona entered into a lease-purchase agreement with private investors by selling almost the entire property portfolio of the state, including State Capitol Complex (but excluding Arizona Capitol Museum) for an approximate total of $1B.
  - The following Capitol Complex properties were part of this arrangement:
    - Arizona State Legislature office buildings (160,310 SF)
    - The Executive Office Tower (205,901 SF)
    - Polly Rosenbaum State Archives Building. (124,731 SF)
    - Arizona Department of Revenue Building (201,806 SF) and Parking Structure (169,000 SF)
    - Totaling 1,675,476 SF or 861,748 SF
- Successful sale of Series 2010A Certificates of Participation (at an overall true interest of approximately 4.57%) in association with the sale and lease-back of State assets received about $736 million proceeds for deposit to the State's General Fund. The sale and lease-back generated high investor interest due to mission critical nature of the facilities being used as collateral.
- Second round the sale of Series 2010B Certificates of Participation raised about $290 million.

Owned Space:

- Arizona Capitol Museum (55,000 SF or 40,000 SF)

Non-profits and other relevant organizations for the Capitol

- *U.S. Bank National Association* – Trustee and Lessor

PRIORITIZATION PROCESS

Authority

- A.R.S. § 41-1252 directs the **Joint Committee on Capital Review (JCCR)** shall review the expenditure of all monies appropriated for land, buildings, and improvements – "capital outlay"

Prioritization Criteria

- ADOA uses priorities to fund both new construction and major building renewal projects in the following order:
  - Fire and Life Safety
  - Building Shell
  - Building Services
  - Infrastructure
  - Addition, Renovations, and New Construction
  - Demolition

Approval Criteria

- "Arizona Revised Statues require that the ADOA Building System Plan (Capital Improvement Plan) include:
  - An explanation on the need for each acquisition or project,
  - The effect of the recommended acquisition or capital project on the future operating expenses of this state,
  - Recommendations as to the priority of the recommended acquisitions or capital projects, and
  - The means of financing those acquisitions or project.

Life Cycle Costs

- Arizona uses a building renewal formula that is based on the building's value, age, and replacement cost.

FUNDING

Capital Construction (CC)

- $124M for Capitol Complex in FY14 for "Capitol Mall Development"

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- $13M for deferred maintenance, and demolition in FY14
- Each of the three building authorities (ADOA, AZ Board of Regents', and AZ DOT), in AZ are responsible for computing building renewal needs for each fiscal year according to a renewal formula selected by the Joint Committee on Capital Review (JCCR) and for allocating building renewal monies appropriated to agencies within each of these three building authorities. ADOA is largest of the three building authorities.
- ADOA revises its building system inventory each year to include structure acquisitions and deletions as reported by building system agencies, escalations or de-escalations of structure replacement values, and two fiscal years of forecasted building renewal requirements for capital funding consideration. See ADOA Building System Inventory for FY 2013 compiled by General Services Division, Building and Planning Services (October 2013)
- ADOA recommends, "…an additional $5.3 million for building renewal dedicated to a multi-year plan to rectify the detrimental consequences of the Building System's deferred maintenance through targeted infrastructure repairs and replacements and renovation projects."

- ADOA prioritizes and makes CIP recommendations in the following order: (1) fire and life safety; (2) mission-critical to existing programs and services; and (3) preservation of State assets.
- ADOA determines the building renewal funding for its inventoried structures using the Sherman-Dergis Formula developed in 1981 at the University of Michigan. In simple terms, the Sherman-Dergis Formula estimates at a high level the funding requirements for major maintenance over time. The basic premises are:
  - The formula to determine the annual appropriation required for building renewal for each building is based on construction costs and calculated as follows: Two-Thirds Building Value multiplied by the Building Age, then divided by the Life Expectancy of the structure (n) or otherwise expressed as [2/3(BV)BA]/n.
  - The formula reflects the current year building replacement value by updating the original construction cost, using a national building cost index. ADOA uses the Marshall & Swift Valuation Service's building cost index to reflect its current year building replacement value.
  - The Age Factor = Building Age / Life Expectancy of the building (n). For example, the ADOA Life Expectancy is 50 years, therefore n = 1275, which is derived by progressively compounding by addition, 1 + 2 + 3 + 4 + 5 … 49 + 50. Building renewal, on average, should cost no more than two-thirds of the cost of new construction, thus creating the building renewal constant multiplier of 2/3.

Source(s)

- Capital budgets are typically derived from the General Fund (GF) and sometimes supplemented by the Capital Outlay Stabilization Fund (COSF).
- Major capital projects (land acquisition and new construction) are funded from the Capital Outlay Stabilization Fund (COSF).
- Major building renewal projects are funded from the Capital Outlay Stabilization Fund (COSF). Building renewal is defined as "…major activities that involve the repair or reworking of a building and the supporting of infrastructure that will result in maintaining a building's expected useful life. Building renewal does not include new building additions, new infrastructure additions, landscaping and area beautification, routine preventative maintenance except as provided in section 41-793.01, subsection D, or demolition and removal of a building…"
- Operating budgets are derived from the COSF.
- A.R.S § 41-732.01 establishes the Capital Outlay Stabilization Fund (COSF) and allows ADOA to collect rents and tenant improvement charges from State agencies occupying State owned space. The primary objectives of the COSF are to: (1) cover a majority of routine O&M costs of 52 ADOA-managed buildings, and (2) provide a source of building renewal (major maintenance) monies. COSF is generated from agency rents. It is insufficient to cover O&M expenses of all ADOA system buildings. Lease purchase and legislative facilities are exempt.
- FY2014 includes 3 agencies with dedicated building renewal funds sources and 20 agencies without dedicated building renewal funds sources.

Public-Private Partnerships

- Arizona Commerce Authority (see Laws 2013; Title 41, Chapter 10)
- U.S. Bank National Association (see Certificates of Participation, Series 2010A and 2010B)
- Funding through use of lease purchase agreements by using the Certificates of Participation. Monies generated about $1 billion.

PLANNING

What planning is mandated?

- A.R.S. § 41-793 requires that the ADOA complete an annual building system inventory and capital improvement plan.

- Legislative Governmental Mall Commission (LGMC) has the power under A.R.S. § 41-1362 to develop comprehensive long range general plan for the development of the governmental mall.
    - The Governmental Mall Urban Design Plan was adopted by the Governmental Mall Commission in 1989
    - The Capitol District Development Guidelines were created in 1997 by the Government Mall Commission.
- Arizona State Capitol Centennial 2012 / Plan 2020 Vision was prepared by Arizona Chapter of AIA, ASU, and ASLA (2012)

Are Agency Master Plans linked to Strategic Plans?

- "... [The] Governor's Office of Strategic Planning and Budgeting (OSPB) annually publishes the Five-Year Strategic Plans of State Agencies and the Master List of State Government Programs, which include each agency's three-year operational plans."

LEASE MANAGEMENT

- ADOA is responsible for the management of the state's lease-purchase agreement for the capitol complex.
- Due to Lease-Purchase Agreements 2010A + 2010B, Arizona has sold almost all facilities in the Capitol Complex (except Arizona Capitol Museum) to a private investor.

BILLING (Information Not Available)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS

☐ Space Standards

- Space standards do not currently exist as Arizona has outsourced space planning to a private firm.

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☐ Sustainability ☐ Collaboration
☐ Technology ☐ Innovation ☐ Other:

Information about other initiatives not available

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Colorado

FAST FACTS

State Population: 5.2 Million (US 2010 Census)
Capital City Population: Denver, 600,000 (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION - Decentralized[1]

Brief Description of Department Structure: Department of Personnel & Administration (DPA) is the business owner of a number of systems that support many of the functions necessary to effectively manage state government, including finance, procurement, collections, fleet, and administrative court related systems. DPA has four divisions:

- Division of Human Resources
- Division of Central Services (DCS) including Capitol Complex Facilities (CCF)
- Division of Accounts and Controls-Office of the State Controller
- Office of Administrative Courts/Statewide Programs including the Office of the State Architect (OSA)
- Division of Finance and Procurement

Primary Objectives/Functions:

- The Office of the State Architect (OSA) – Provides administration of state funded capital construction for the Executive Branch and institutions of higher education and prioritization of controlled maintenance **(major planned maintenance)** requests for submission to the Capital Development Committee. OSA provides oversight of leasing and real estate transactions at State departments and institutions of higher education. It provides an annual report to the Governor's Office and General Assembly outlying statewide construction and real estate activities. This Office is funded by the General Fund and reports to the DPA Executive Director's Office through the Office of Administrative Courts/Office of Statewide Programs. Specific responsibilities of the OSA include:
    - Establishing policies and procedures and providing oversight associated with the State's capital construction process (including controlled maintenance and Energy Management) for each State agency and institution of higher education.
    - Providing comprehensive project administration support to those State agencies and institutions of higher education that do not have technical staff experienced in project design and construction management.
    - Establishing policies and procedures and providing oversight for State leases and other real estate contracts for each State agency and institution of higher education.
- DCS's Capitol Complex Facilities Maintenance Group follows OSA's policies and procedures **related to capital construction and controlled maintenance** and manages properties owned by the DPA within Capitol Complex in downtown Denver and at the Lakewood, Grand Junction, Camp George West and North Denver Campus locations. Facilities Maintenance is funded almost entirely by Re-appropriated funds from user fees from other state agencies deposited in the DPA Revolving Fund.
- Capital Development Committee (CDC) of the General Assembly - Reviews and make recommendations concerning all capital construction and controlled maintenance requests and proposals initiated by the executive, judicial, and legislative branches and higher education institutions in Colorado for the acquisition and maintenance of capital assets. The CDC forwards its recommendations **for funding** to the Joint Budget Committee (JBC).

Statues/Enabling Legislations:

- Colorado Revised Statutes (CRS) allow each executive agency and institution of higher education, through its executive director, to direct the planning and management of real estate use and construction.
- The statutory authority for DCS exists in C.R.S. 24-30-1101 through 1117 and 24-82-101.

[1] State's management practices for real estate assets and leases are handled through a fragmented arrangement in which multiple agencies have oversight for managing the maintenance, capital investment and administration of particular assets in the State's real estate portfolio including facility assets located within the Capitol Complex. No long-range planning of State assets is conducted.

- The statutory authority for OSA exists in 24-30-1301 through 1309 and 24-30-1401 through 1408.
- The Capital Development Committee (CDC) was established in 1985 (House Bill 85-1070), and its statutory charge is found under Section 2-3-1301, et seq., C.R.S.

Areas of Exclusion

- OSA oversight excludes Department of Natural Resources and Department of Transportation.
- Current Colorado statutes require monitoring of life cycle costs and project assumption monitoring by individual agencies.
- No centralized real estate portfolio management system
- The state contracts with a private firm to provide tenant brokerage services for the Denver metro area.

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- DPA has 395 (FTE) employees (FY 2012-13)
- 2008 space planning interview data showed following FTE's in the Capitol Complex within OSA
  - 2 FTE in the motor pool
  - 15 FTE in admin and maintenance,
  - 9 FTE custodians
  - 20 FTE housekeeping staff
- In addition, 2008 interview data showed 2 additional FTE's at Kipling Site, 1 at Pierce Site and 1 at Grand Junction location for a total of 50 FTE's within OSA.
- 55 FTEs budgeted for the State of Colorado Capital Complex Facilities maintenance team. Vacancies exist.
- Total Maintenance Authority (TMA) preventative maintenance software used by State of CO for work order management, parts inventory control, etc. Big update push would be required to bring TMA up to speed on recent HVAC replacement projects, and other current building data.

CAPITOL COMPLEX

Significant Renovation or New Construction:

- Improvements to the House and Senate chambers ($2.0 million);
- The final phase of the State Capitol dome **restoration** project from state rather than cash funds ($5.0 million);
- Additional restoration projects within the Capitol

Leased Space: 622,000 GSF within one mile of the downtown Capitol Complex
Owned Space: 1.30 Million GSF (Capitol Complex)

- Estimated Current Replacement Value (CRV) $558 Million.

Non-profits and other relevant organizations / agencies for the Capitol

- Creation of State Capitol Building Advisory Committee (consisting of 12 members) by the General Assembly to ensure that the historic character and architectural integrity of the public and ceremonial areas of the capitol building and grounds be preserved and promoted. Makes recommendations to the Capital Development Committee. C.R.S. 24-82-108

FUNDING

Capital Construction (CC)

- Governor's Office of State Planning and Budgeting (OSPB) and CDC determine priorities and the amount of funding available for capital construction, capital renewal (higher than $2 million) for the Executive Branch and higher education and prioritize projects.
- Each September, state departments and institutions submit plans to the CDC listing their capital construction plans and needs for the next five years.
- 13 State Department Capital Construction projects were recommended by the CDC and approved by the Joint Budget Committee (JBC) for FY 2013-14 for a total amount of approximately $88 Million. (includes High Performance Certification Program projects).

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- **OSPB** and CDC allocate funding available for CM for the executive branch and higher education.
- Office of the State Architect (OSA) determines the prioritization of CM projects **and recommends an annual statewide budget to the OSPB and CDC.**
- Each December, OSA prepares a report detailing the state's current **five year plan** controlled maintenance needs. The December 2013 report estimated an average annual need of $101.4 million over the next five years, or about 1.0 percent of the current replacement value of the state's General Fund building inventory.
- 68 State Department **Controlled** Maintenance projects were recommended **for funding** by the CDC and approved by the Joint Budget Committee (JBC) for FY 2013-14 for a total amount of $44.9 million. OSA had recommended 105 projects for $71.3 million (includes High Performance Certification Program).

Source(s)

- There is no designated line item for funding for capital construction and controlled maintenance.
- Controlled Maintenance Trust Fund (CMTF) created in 1993.
- Concept of accumulating between1.5% to 3.0% of building replacement cost as a reserve to the Legislature has been proposed by the DCS / CCF / OSA. This approach has been reviewed, but not been approved.

Public-Private Partnerships

- The State of Colorado continues to forge successful public-private partnerships, especially in the transportation arena.

PLANNING

What planning is mandated?

- No long term planning of real estate assets for CC is currently conducted.
- The "*Performance Evaluation of State Capital Asset Management and Lease Administration Practices*" audit conducted by the office of the state auditor and released in November 2012 recommended that the state complete a master plan for the capitol complex. Senate Billl13-263 passed to develop Master Plan for the Capitol Complex.
- Development of the 2013 Master Plan was appropriated by the CDC and JBC to prioritize need and develop implementation plans for proposed relocations and renovations within the Capitol Complex.

LEASE MANAGEMENT

- Oversight of real estate facilities and leases initially occurs with program plans submitted to either the Governor's Office of State Planning and Budget (OSPB) for all executive branch agencies and by the Colorado Commission on Higher Education (CCHE) for all institutions of higher learning. These plans are then presented to the Capital Development Committee (CDC) of the Colorado General Assembly (GA) and the recommendations of the CDC are made to the Joint Budget Committee (JBC). In addition, separate permission must be obtained from the CDC when real property is acquired or disposed.
- **OSA is charged by statute to negotiate and execute leases on behalf of state government and to negotiate and approve easements and rights-of-way.**

BILLING (Not available)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS

☐ Space Standards

- No uniform space standards are applicable for all state departments and agencies.

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- On November 14, 2003, the Department of Personnel & Administration/Division of Central Services entered into an energy performance contract to install energy saving equipment within the Capitol Complex.
- The self-funded savings generated through the performance contract have allowed for a broad range of energy and Greening Government initiatives throughout the complex including energy efficient lighting, upgraded HVAC, the placement of state-of-the-art solar panels at the State Capitol, the Governor's Mansion, and the 1881 Pierce facility and now in FY 2012-13 the completion of a large scale geothermal project to assist with the heating and cooling of the State Capitol.
- The State Capitol and the Governor's Mansion were the first in the nation to be LEED certified for energy efficiency.
- Senate Bill 13-028 requires state agencies, including higher education institutions, to monitor, track, and verify utility usage data for all state-assisted facilities designed, constructed, or substantially renovated on or after January 1, 2010. Agencies are directed to annually report utility usage data to the Office of the State Architect within the Department of Personnel and Administration. State-assisted facilities designed, constructed, or substantially renovated prior to January 1, 2010, are strongly encouraged, but not required, to follow the provisions of this bill.
- Colorado Revised Statutes (C.R.S. 24-30-1301 to 1307) require all new facilities, additions, and renovation projects funded with 25% or more of state funds to conform with the High Performance Certification Program (HPCP) policy adopted by the Office of the State Architect (OSA) if:
    - The new facility, addition, or renovation project contains 5,000 or more building square feet; and
    - The project includes an HVAC system; and
    - In the case of a renovation project, the cost of the renovation exceeds 25% of the current value of the property.
    - Project has NOT entered the design phase prior to January 1, 2008

  The HPCP requires projects achieve the highest possible LEED certification with the goal being LEED Gold. Projects are strongly encouraged to meet OSA's Sustainable Priorities in addition to the LEED prerequisites

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Iowa

FAST FACTS

State Population: 3.0 Million (US Census 2010)
Capitol City Population: Des Moines, 206,688 (US Census 2010)

FACILITIES MANAGEMENT ORGANIZATION - Centralized[1]

Brief Description of Department Structure:
Department of Administrative Services (DAS) created in 2003 to manage and coordinate the central support functions of state government with an entrepreneurial, customer-focused approach. It includes General Services Enterprise (GSE).

Primary Objectives/Functions:
Iowa's DAS manages and maintains only one-fifth of the state-owned facilities (including the Capitol Complex), but develops five-year plans for capital construction and renovation of State real estate assets. The balance is comprised of higher education and corrections. DAS is the first state government agency in the country to a successfully implement enterprise management as a business model. This model requires each enterprise to operate as a business within the state government. These enterprises continually focus on consumer satisfaction, streamlining operations, saving money and resource use flexibility.

DAS develops five year infrastructure plans that include capital construction and renovation funding requests of all state agencies including the GSE and the Capitol Planning Commission (CPC).

General Services Enterprise (GSE) maintains all Capitol Complex and Ankeny Laboratory buildings, grounds and monuments plus statewide architectural and engineering project management services for construction projects. Additionally, GSE operates the state vehicle fleet, grounds and monuments plus statewide architectural and engineering project management services for construction projects.

Capitol Planning Commission (CPC)
All capital projects on the capitol complex shall be planned, approved, and funded only after considering the guiding principles enunciated in any capitol complex master plan adopted by the commission on or after January 1, 2000. At a minimum, the extent to which the proposed capital project does all of the following shall be considered:

- Preserves and enhances the dignity, beauty, and architectural integrity of the capitol building, other state office buildings, and the capitol grounds.
- Protects and enhances the public open spaces on the capitol complex when deemed necessary for public use and enjoyment.
- Protects the most scenic public views to and from the capitol building.
- Recognizes the diversity of adjacent neighborhoods and reinforces the connection of the capitol complex to its neighbors and the city of Des Moines.
- Accommodates pedestrian and motorized traffic that achieves appropriate public accessibility.

Vertical Infrastructure Advisory Committee
Vertical Infrastructure Program (created in 1999) and the Vertical Infrastructure Advisory Committee (recently disbanded by executive order) worked collaboratively with agencies supported by the Department of Administrative Services to identify building maintenance projects and establish priorities on an enterprise-wide basis. While the Committee has been disbanded the program continues as facility information (areas) in maintained in the Vertical Infrastructure Inventory and Assessment Database.

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

Statues/Enabling Legislations:
The Capitol Planning Commission is authorized under Chapter 8A.371—378 of the Code of Iowa.

Areas of Exclusion (Agencies not under purview) (No Information Found)

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract):
DAS 414 FTE
(CCM) Facilities Management Center: 33 FTE (Other GSE Administration located in other locations on Capitol Complex not included below) as of 2009, Source: Iowa State Capitol Complex Master Plan

- ME & EL: 11 FTE
- Grounds: 1 FTE
- Locksmith: 1 FTE
- A&E: 13 FTE
- Construction: 3 FTE
- Administration: 4 FTE

CAPITOL COMPLEX

Significant Renovation or New Construction:
Planned FY2014 Infrastructure Improvements for Capitol Complex

- Wallace Building Renovation
- Capitol Interior and Exterior Restoration Continuation
- Historical Building Exterior Wall and Skylight Repairs
- Ola Babcock Miller Building Stone Restoration
- Capitol Complex Parking Lot Improvements

Leased Space: 482,276 GSF / 990,592 NSF in Leased space in metropolitan Polk County. Stated goal of reducing leased space to approximately 15% of the total space inventory (2000 Master Plan)
Owned Space: 1,464,260 GSF / 450,725 NSF in 10 State-Owned buildings in Capitol Complex
Source: Space Utilization Study, 2000
Non-profits and other relevant organizations for the Capitol: (No Information Found)

PRIORITIZATION PROCESS

Authority

- Joint Committee on State Building Construction

Prioritization Criteria

- Construction, renovation or improvement of buildings or grounds exceeding $50,000.

Approval Criteria

- Capitol Planning Commission – provides Capitol Complex Master Plan that provides guiding principles to approve and fund capital projects within the Capitol Complex.

Life Cycle Costs

- Not considered.

FUNDING

Capital Construction (CC):

- No Information Found
- The *Joint Committee on State Building Construction* considers all requests for new construction, renovation or improvement of grounds > $50,000
    - All agencies submit five-year facilities plan for consideration
- Capitol Planning Commission - provides Capitol Complex Master Plan that provides guiding principles to approve and fund capital projects within the Capitol Complex.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance:

- No Information Found
- Funds are allocated on a gross square foot basis per agency, based upon the square footages of buildings contained in the Inventory and Assessment Database. Process of calculating building renewal budget is reviewed by the Vertical Infrastructure Committee.
    - "All projects are consolidated and prioritized into a ranked order by the Department of Administrative Services, General Services Enterprise with following criteria:
        - Total funds available for major maintenance projects,
        - Vertical Infrastructure Advisory Committee Priorities,
        - Project classification,
        - Citations from the State Fire Marshal and other code enforcement agencies,
        - Possibility of other funding sources for specific projects, including eligibility for separate "capital project" funding, and Enterprise-wide needs of the state."
- The Vertical Infrastructure Program (created in 1999) and the Vertical Infrastructure Advisory Committee (recently disbanded by executive order) worked collaboratively with agencies supported by the Department of Administrative Services to identify building maintenance projects and establish priorities on an enterprise-wide basis. While the Committee has been disbanded, the program continues as facility information (areas) is maintained in the Vertical Infrastructure Inventory and Assessment Database.

Source(s):

The DAS receives a General Fund appropriation to support its own operations, but this is only a small part of the DAS total budget. Enterprise services are supported by billings to other state agencies for services received, and those billings account for the bulk of the revenues in the DAS total budget.

According to the Annual Infrastructure Report 2012 to follow sources were used for Capitol Complex Facilities:

- Rebuild Iowa Infrastructure Fund (RIIF)
- Tobacco Settlement Trust Fund (TSTF II)
- Revenue Bonds Capitals Funds (RBCF and RBCF 2)

Routine Capitol Complex maintenance projects funded from RIIF.

Funds are allocated on a gross square foot basis per agency, based upon the square footages of buildings contained in the Inventory and Assessment Database. Process of calculating building renewal budget is reviewed by the Vertical Infrastructure Committee.

Public-Private Partnerships (No Information Found)

PLANNING

What planning is mandated?

Capitol Planning Commission, in cooperation with the DAS, is required to submit an annual report with recommendations to the general assembly in January.

Latest Master Plan for the Iowa State Capitol was completed in 2010 by DGS and CPC (update to 2000 Master Plan) and provides a number of recommendations, primarily regarding land use and building locations. Specifically, the Master Plan addresses recommendations and guidelines for planning, architectural scale, massing and character, landscape features, parking, facility preservation, and maintenance.

No comprehensive long-range state-wide plan is prepared five year infrastructure plans that include capital construction and renovation funding requests for all state agencies.

No linking of strategic plans with agency master plans.

LEASE MANAGEMENT

See Lease Process Flow Chart

- Stated goal of reducing leased space to approximately 15% of the total space inventory

BILLING (No Information Found)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☒ Other: If so, how much?:

FY 2014 Rates

Association Office Space	$3.46/sqft
Ankeny Labs	$5.47/sqft
Moves/Adds/Changes	$65.00/hr
Arch. + Eng. Services	$83.84/hr
Real Estate Lease Admin + Mgmt (Leasing Fee Statewide)	$0.12/sqft
Real Estate Services (Leasing Fee, New Lease Creation)	$80.00/hr
Energy Management Consulting	$65.07/hr

SPACE PROJECTIONS/UTILIZATIONS

☒ Space Standards – Tiered Standard

- Target 220 NSF/FTE and 75% of Building Gross be Net Assignable Space (See PG 12 Iowa Space Utilization and Building Study, 2000) may have been supplanted
- Tiered Standard – Ranging from 300 SF (Department Director) to 48 SF (Data Entry). See Guidelines per Category Position.
- See Office Space Standards located at http://das.gse.iowa.gov/lease_space/space_stds.html
- Reference DAS GSE Space Allocation Form located at http://das.gse.iowa.gov/lease_space/space.html
- Procedure for requesting space on the Capitol Complex in accordance with Space Management Rules 11-100.6 at http://das.gse.iowa.gov/lease_space/request_procedures.html
- Space Management Rules http://das.gse.iowa.gov/lease_space/mgmt_rule.html

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☒ Flexibility ☒Sustainability ☐ Collaboration
☒Technology ☐ Innovation ☐Other:

- In 2008, DAS conducted a carbon foot printing analysis and according to that study 79% of all CO_2 comes from energy use. The 2010 Master Plan calls for the carbon footprint to be monitored, updated, and refine approach to sustainable integration.
- Seek high-level (Gold or better) LEED certification on all new construction or major renovation projects on the Capitol Complex.
- Certify new and existing buildings through Energy Star.
- Reduce potable water usage.
- Harness the potential of technology to significantly decrease storage space for mandatory retained records over the next several years. Encourage technology that continues to increase employee productivity. Continue to explore the potential for "telecommuting" and "hoteling" as way to limit growth in the space needs. (Source: Space Utilization Study 2000, p.9)
- It may be desirable to combine the two blocks along the north side of Grand Avenue between E. 12th and E. 14th Streets in order to create a larger site with more planning flexibility. (Source: Space Utilization Study 2000, p.13)
- To optimize flexibility for internal growth of departments, a general goal should be to locate small departments contiguous to large departments when floor size permits. This will allow smaller departments

that are more easily moved in the future with less expense and disruption to make way for the internal growth of large departments. (Source: Space Utilization Study 2000, p.22)

- When new construction is designed, future expansion capability should be carefully considered. (Source: Space Utilization Study 2000, p.23)

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Kansas

FAST FACTS

State Population: 2.8M (US 2010 Census)
Capitol City Population: Topeka, 127,473 (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION - Centralized[1]

Brief Description of Department Structure:

- *Kansas Department of Administration (DA*) – State law provides the Department of Administration "shall have and exercise administrative functions of the state, in the manner as provided by law, in relation to accounting, fiscal reporting, purchasing, personnel and facilities management. In 2012, the DA was internally reorganized from eight divisions to eleven divisions; one of which is directly involved with the management of state facilities.
    - *Office of Facilities and Property Management (OFPM)* – "The Office of Facilities and Property Management centrally administers state-owned and leased facilities and protects the state's interest in all state facilities planning, design and construction activities. The Office of Facilities and Property Management provides: Maintenance; Building Services; Design and Compliance services; and Asset Management."
    - *Capitol Area Plaza Authority – Created in 2013 as a successor of the Capitol Area Planning Commission. The authority has the legislative mandate to prepare a long-range plan of the state capitol area.*

Primary Objectives/Functions:

- DA is tasked with the oversight, strategic planning and management of state agencies and their concomitant assets (including state-owned facilities).
- DA's other functions include:
    - Fiscal Reporting
    - Overseeing the bidding process for new construction and renovation contracts
    - State office building space rental
    - Development of Financial Policies and Plans
    - Purchasing/procurement
    - Special investigation at the behest of the governor or finance council
    - Maintaining records of state property
    - State personnel policy oversight
- Kansas DA has statutory authority over the state's real estate portfolio and responsibility for the long-range planning of building space utilization and for all state-owned or leased buildings and storage.
- Capital area plaza authority attached to DA
- Oversight authority for Capitol Complex falls under DA's authority, while the Capitol Preservation Committee is responsible for the Capitol Building.

Statues/Enabling Legislations:

- Kansas Statute 75-37 — Department of Administration (General)
- Kansas Statute 75-2237a — Capitol area plaza authority attached to department of administration; management functions
- Kansas Statute 75-3765 — Secretary of Administration is authorized to "assign space and facilities in all state-owned or operated properties or buildings throughout the state with certain exceptions, notably the Statehouse"

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

Areas of Exclusion (Agencies not under purview)

- *Capitol Preservation Committee (CPC)* – Created by statute in 2010 (See K.S.A. 75-2269)
  - the CPC operates outside the purview of DA and has the following responsibilities:
    - Approval of all proposals for renovation in "all areas of the state capitol…and the grounds surrounding the state capitol"
    - "assure that any art or artistic displays are historically accurate and have historic significance"
    - Planning of informational and education displays around the capitol complex
    - Approval of permanent displays or monuments located within the Capitol Complex
    - Annual reporting to governor and legislature of CPC "activities and recommendations"
    - Fundraising to facilitate CPC duties
    - "oversee the reconfiguration or redecoration of committee rooms within the statehouse."
  - CPC membership is provided by statute as follows:
    - Statehouse architect
    - Executive director of the state historical society
    - Three members appointed by the governor
    - Two members appointed by the presidents of the senate and one member appointed by the minority leader
    - Two members appointed by the speaker of the house and one member appointed by the minority leader
    - The governor appoints the chair of the committee
- Veterans Memorial Advisory Committee – Created by statute in 1994 (See K.S.A. 75-2253)
  - The committee is composed of eight representatives of veterans organizations appointed by the governor and the secretary of administration.
  - "The veterans memorial advisory committee shall serve in an advisory role to the secretary of administration and the capitol area plaza authority with regard to matters concerning memorials to veterans on the statehouse grounds. The veterans memorial advisory committee may also make recommendations to the governor and legislature regarding appropriate activities memorializing or commemorating veterans."

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

OFPM Specific Data not Available.

- 99 FTEs in DA
- 4 non-FTEs in DA

Locations of Facilities Department:

- Capitol Complex Buildings include:
  - Statehouse
  - Dillion House
  - Forbes Office Building
  - Docking Office Building
  - Landon Office Building
  - Curtis Office Building
  - Eisenhower
  - Memorial Hall
  - Kansas Judicial Center

CAPITOL COMPLEX

Significant Renovation or New Construction:

- Statehouse renovation started in 2001 and completed in 2013, $320M expenditure
- Underground 550 Bay Parking Garage for Capitol Complex

Leased Space: 609,818 GSF / N/A for Capitol Complex

- "As of February 4, 2011, an Energy Audit is required for every lease and lease renewal."

Owned Space: No building square footage available

- 20 Acres of grounds in Capitol Complex
- 9 Buildings in Capitol Complex
- 9 Parking facilities – 7 surface lots and 2 parking structures
-

Non-profits and other relevant organizations for the Capitol

- *Kansas Historical Society* – "The Kansas Historical Society is the state agency charged with actively safeguarding and sharing the state's history to facilitate government accountability, economic development, and the education of Kansans."

PRIORITIZATION PROCESS

Authority

- Capital projects are reviewed by the Division of the Budget for development of the Governor's recommendations and by the Joint Committee on State Building Construction. Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission.

Prioritization Criteria

- The state gives priority to maintaining its existing facilities before considering new construction.
- Other criteria for assessing the priority of capital projects include:
  - Safety for state employees and visitors,
  - Compliance with prevailing building codes,
  - Modifications to enhance accessibility for the disabled,
  - Physical modifications caused by program changes, and
  - Cost effectiveness.

Approval Criteria

- "Agencies requesting expenditure authority for capital projects submit a five-year facilities plan… consisting of the forthcoming fiscal year and the following four years. Capital projects are reviewed by the Division of the Budget for development of the Governor's recommendations. They are also reviewed by the Fiscal Section of the Kansas Legislative Research Department as staff to the Joint Committee on State Building Construciton as well as the 'appropriation' committees of the Kansas House and Senate. In addition, the Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission, an Executive Branch body responsible for reviewing the cost estimates and technical aspects of projects."

Life Cycle Costs

- Not considered.

FUNDING

Capital Construction (CC)

- None for FY12
- "Agencies requesting expenditure authority for capital projects submit a five-year facilities plan ... consisting of the forthcoming fiscal year and the following four years. Capital projects are reviewed by the Division of the Budget for development of the Governor's recommendations. They are also reviewed by the Fiscal Section of the Kansas Legislative Research Department as staff to the Joint Committee on State Building Construction as well as the 'appropriation' committees of the Kansas House and Senate.

In addition, the Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission, an Executive Branch body responsible for reviewing the cost estimates and technical aspects of projects."

  - The state gives priority to maintaining its existing facilities before considering new construction. Other criteria for assessing the priority of capital projects include safety for state employees and visitors, compliance with prevailing building codes, modifications to enhance accessibility for the disabled, physical modifications caused by program changes, and cost effectiveness

- Capital projects are reviewed by the Division of the Budget for development of the Governor's recommendations and by Joint Committee on State Building Construction. Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Building Renewal Budget based on actual need. Agencies submit budgets to the Joint Committee on State Building Construction for review as per the five-year facility plans.
- "The Governor recommends expenditures of $2,303,075 from the State General Fund in FY 2013 and $2,058,075 in both FY 2014 and FY 2015 for ongoing Capitol Complex maintenance projects. The Governor's recommendation will fund various deferred maintenance projects that have built up over the years."
- "For FY 2013, FY 2014, and FY 2015, the Governor recommends expenditures of $76,939 from the State General Fund for various Judicial Center rehabilitation and repair projects. This recommendation allows the Department to address emergency repair projects that commonly arise over the course of a year."
- "The Governor recommends $1,900,000 in FY 2013 for rehabilitation and repair projects at various state-owned buildings. Of that amount, $1,500,000 is from the State Buildings Operating Fund and $400,000 is from the State Buildings Deprecation Fund. For both FY 2014 and FY 2015, a total of $2,145,000 is recommended by the Governor. Of that amount, $1,745,000 is from the State Buildings Operating Fund and $400,000 is from the State Buildings Deprecation Fund."
- OFPM had $734,686 in Operating Expenditures for FY12, the funding sources for operations is from the State General Fund and so-called "Other Funds".

Source(s)

- Capital budgets are typically derived from:
  - State General Fund
  - State Buildings Deprecation Fund
  - Special Revenue
  - Highway Funds (if transportation related)

- OFPM Operating budgets are typically "financed wholly or in part by fees collected from user agencies for the services provided."

Public-Private Partnerships

- N/A

PLANNING

What planning is mandated?

- *K.S.A. 75-3765.4b* requires that, "the secretary of administration shall require five-year building space utilization plans from all state agencies and develop a database of all state-owned or leased building and storage space. This database shall serve as the central repository of state-owned or leased building and storage space information. All changes made in the ownership or leasing status of all building space utilized by state agencies shall be reported to the secretary of administration and entered into

this database. The database shall include the actual and budgeted amount of money paid by state agencies for building and storage space. The database may include any other information related to the building space needs of the state as determined to be necessary by the secretary of administration."

- *K.S.A. 75-2242* requires that DA, "…shall maintain the [Capitol Complex] plan in a current state at all times by making additions thereto, modifications and amendments thereof, and shall specify such exceptions as may be deemed desirable either on its own initiative or upon the submission of any request for change in the plan."
- *DA has authority to maintain the [Capitol Complex] plan in a current state at all times. DA is currently preparing a new comprehensive Capitol Complex Master Plan.*
- *Agencies' master plans are currently not linked. In the Governor's Budget Report each agency describes their respective Operation, Goals and Objectives, and Statutory History, in addition to their respective budgetary needs which include capital projects.*
- *Each Agency prepares a five-year facilities plan.*

LEASE MANAGEMENT

- OFPM is responsible for the management of the state's real estate portfolio. The team also manages and provides:
  - A lease property database and space inventory reports
  - A method for procuring leased facilities
  - Directing leasing guidelines
  - Space management reports for all leased property
  - A review service for lease agreements
- "As of February 4, 2011, an Energy Audit is required for EVERY LEASE and LEASE RENEWAL."

BILLING (Not Information Found)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS

☒ Space Standards – Tiered Standard

- In 2003, The State of Kansas Office Space Standards were adopted, "in an effort to more efficiently utilize state-owned and leased office space while at the same time provide adequate and appropriate office work space for state agency personnel". The standards are as follows:
  - Intern/Data Entry
    - 45-50 SF Workstation
  - Junior Professional
    - 50-60 SF Workstation
  - Administrative Staff
    - 60-80 SF Workstation
  - Supervisor/Senior Professional
    - 110-130 SF Private Office
    - 80-100 SF Workstation
  - Department Manager
    - 175-185 SF Private Office
    - 120-150 SF Workstation
  - Agency Administrator
    - 180-225 SF Private Office
  - Cabinet-level Secretary

- 300-400 SF Private Office, which may include a dedicated conference room
- Guidelines per job functions and work performed.

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☐Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

Not Information found on any other initiatives.

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Minnesota

FAST FACTS

State Population: 5.3 Million (US 2010 Census)
Capitol City Population: Saint Paul, 285,068 (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION – Modified Centralized[1]

Brief Description of Department Structure:

- *Minnesota Department of Administration (MDA*) – "Under state law, the Commissioner of Administration is tasked with overseeing and managing the administrative functions of other executive branch state agencies, including their purchasing and contracting, facilities management and more. State law also grants MDA the authority to engage in strategic planning efforts for the state and to investigate and study the management of state agencies, reorganizing them when necessary to ensure effective and efficient operations." It includes fourteen teams, four of which are directly involved in facilities management:
    - *Plant Management* – "maintains and operates 22 state-owned buildings, including the State Capitol, plus 32 parking facilities, 25 monuments, and associated grounds for a total of 4.4 million square feet. The division also coordinates events on the Capitol Complex and is currently assisting in the restoration of the State Capitol and Governor's Residence."
    - *Real Estate and Construction Services (RECS)* – "manages over 400 construction projects and 800 property leases annually. Overall, the state has a real property footprint that includes 5,585 buildings and gross square feet and acreage equaling about 5.5 percent of the state."
    - *Surplus Services* – "assists with the redistribution, reuse and disposal of state and federal surplus property. Property is redistributed to eligible donees – which includes state and local governments, nonprofit health and educational organizations, programs for low-income, needy and homeless persons, and other service groups. The division also operates the state auction program which sells surplus property to the public via live and online auctions."
    - *Admin's Financial Management and Human Resources* – "teams provide administrative services internally within the agency, overseeing strategic and operational planning, performance management, financial management, internal controls, budget planning, human resources, and information technology. The divisions also provide the same finance, human resources and other support services to 10 small agencies, boards and councils."
    - Under the umbrella of the Minnesota Department of Administration, the Plant Management and Real Estate and Construction Services teams maintain, operate and manage all State real estate assets and construction projects. The Capitol Area Architectural and Planning Board must develop a comprehensive use plan for the Capitol Complex. The Minnesota State Capitol Preservation Commission must develop a comprehensive plan for the restoration of the Capitol building; and identify maintenance obligations and space requirements.

Primary Objectives/Functions:

- MDA is tasked with the oversight, strategic planning and management of state agencies and their concomitant assets (including state-owned facilities).
- Other functions include:
    - Risk Management
    - Fleet Services
    - State Demographic Center
    - Information Policy Analysis
    - Grants Management

[1] State's management practices for real estate assets and leases are handled through a quasi-top-down arrangement in which one agency has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the state's entire real estate portfolio including facility assets located within the Capitol Complex, but must also share responsibility and/or decision-making with other entities comprised of technical and specialized staff.

- State Archaeologist
- Minnesota Governor's Council on Development Disabilities
- Financial Management and Human Resources

Statues/Enabling Legislations:

- Minnesota Statutes Chapter 16B — Department of Administration (General)
- Minnesota Statutes Sections 16B.24-275 — Management of State Property

Areas of Exclusion (Agencies not under purview)

- *Minnesota State Capitol Preservation Commission (MSCPC)* – Created by legislation in 2011, the MSCPC operates outside the purview of MDA, but effects decisions made by MDA. Legally, the commission is required to develop a "comprehensive, multiyear predesign plan for the restoration of the Capitol building" and a "comprehensive financial plan to fund the preservation and restoration of the Capitol building." The membership of MSCPC is reserved for the governor, lieutenant governor, attorney general, chief justice of MN Supreme Court, Majority leader of Senate, speaker of the house, two members of the senate, two members of the house of representatives, the commissioner of administration, commissioner of public safety, the executive director of Minnesota Historical Society, the executive secretary of the Capitol Area Architectural and Planning Board and four members appointed by the governor. (See Minnesota Session Laws 2011, Sec. 3. [15B.32])
- *Capitol Area Architectural and Planning Board (CAAPB)* – A three FTE agency, created by statute in 1969 to "preserve and enhance the dignity, beauty, and architectural integrity of the Capitol, the buildings immediately adjacent to it, the Capitol grounds, and the Capitol Area"; "to protect, enhance, and increase the open spaces within the Capitol Area when considered necessary and desirable to improve the public enjoyment of them" ; "to develop proper approaches to the Capitol Area for pedestrians, the highway system, and mass transit system so that the area achieves its maximum importance and accessibility"; and "to establish a flexible framework for growth of the Capitol buildings in keeping with the spirit of the original design." (See Minnesota Statutes, Chapter 15B)

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract) 2013 FTE available only

- 442 FTEs in MDA
  - 23 in Real Estate and Construction Services
  - 255 in Plant Management
  - 5 in Human Resources-Administration
  - 14 in Surplus & Fleet Services

Locations of Facilities Department:

- Plant Management Division oversees 22 State-Owned Facilities, 32 Parking Facilities, 25 monuments and 4.4M SF of Grounds throughout the state.
- Capitol Complex Buildings include:
  - Administration Building
  - Agriculture and Health Laboratory
  - Bureau of Criminal Apprehension
  - Centennial Office Building
  - Elmer L. Anderson Building
  - Freeman Office
  - Judicial Center
  - Minnesota History Center
  - Retirement Systems Building
  - Stassen Building
  - State Capitol Building
  - State Office Building
  - Transportation Building
  - Veterans Service Building

CAPITOL COMPLEX

Significant Renovation or New Construction:

- In 2012, MSCPC adopted a plan to restore the Capitol building by 2016. In 2012, $44M in initial funding was appropriated by the legislature to start the $241M project. The state has approved the following construction thus far:
  - Capitol Building
    - Asbestos remediation
    - Core building systems upgrades
    - Accessibility, Security and Safety systems modernization
    - Roof replacement
    - Construction of "swing space"
  - 480 Stalls of New Parking (late 2014 completion)
  - New Legislative office Building (2015 completion)

Leased Space: N/A for Capitol Complex
"…An agency of department head must consult with the chairs of the house appropriation and senate finance committees before entering into any agreement that would cause an agency's rental costs to increase by ten percent or more per square foot or would increase the number of square feet of office space rented by the agency by 25 percent or more in any fiscal year."
Owned Space: 3.5 M GSF of space, in eleven buildings located in the Minnesota Capitol Complex.
Non-profits and other relevant organizations for the Capitol

- *Minnesota State Capitol Preservation Commission (MSCPC)*
- *Capitol Area Architectural and Planning Board (CAAPB)*

PRIORITIZATION PROCESS

Authority

- Minnesota Management and Budget (MMB) is responsible for prioritizing budgetary requests.

Prioritization Criteria

- Land purchase, pre-design, design, demolition and substantial renovations/repairs, "and other improvements or acquisitions of tangible fixed assets of a capital nature." Predesign review by the DA and review of the design, program plan and cost estimates by the Legislative Committee Chairs.

Approval Criteria

- A comprehensive checklist (See State of Minnesota Capital Grants Manual, 2012 for the full list) is required to be submitted for Capital Project funding requests, but only the following three questions must be answered in the affirmative for approval:
  - Are the programs and services to be provided by the project consistent with the public purpose expressed in the state appropriation or statutes?
  - If the project is financed by state general obligation bonds or if the project is financed with general fund cash that is appropriated to a specific public entity, will the public entity that will receive the grant possess a qualifying ownership interest in the capital project? A "qualifying ownership interest" means fee ownership or a long-term non-cancellable lease or easement covering at least 125% of the useful life of the project.
  - Will expenditures for the portion of the project paid by state funds constitute qualified capital costs (this only applies to general obligation bond appropriations)?
- Minn. Stat. Sec. 16A.695, subd. 5, requires that "Recipients of grants from money appropriated from the bond proceeds fund must demonstrate to the commissioner of the agency making the grant that the recipient has the ability and a plan to fund the program intended for the facility."

Life Cycle Costs

- Minnesota Management & Budget expects agencies to identify, for each capital request, the project's impact on the agency's operating budget over the next six years. Statutory requirements for project predesign, and design requirements. Space Utilization guidelines, high performance building goals and strategies, sustainable building guidelines.

FUNDING

Capital Construction (CC)

- MDA typically requests large capital construction funds in even-numbered legislative sessions, however significant capital budget items may be considered in odd-numbered sessions.
- MDA must make Capital budget requests through a process facilitated by the *Minnesota Management and Budget* (MMB) agency.
- *Capitol Planning Commission*'s Capitol Complex Master Plan provides guiding principles to approve and fund capital projects within the Capitol Complex.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Based on actual need. Comprehensive process to evaluate and prioritize need. Agencies submit budget requests to Minnesota Management and Budget (MMB).
- $224.5M (2013) for state-wide
- MDA evaluates previous capital proposals, the state Facilities Condition Audit and other materials, discuss with other agencies regarding their capital needs. MDA also reviews agency CAPRA request with affected agencies. Projects were ranked based on the following priorities:
    - CCLRT – Work that must be undertaken as part of the LRT Project
    - Facilities with significant life/safety and/or code issues
    - Facilities with a compelling need for repairs or maintenance
    - Projects that offer long-term economic advantages for the state of Minnesota
    - Requests that help realize Admin's mission of helping its customer succeed"
- General Obligation Bonds for asset preservation projects. Use of Capital Asset Preservation and Replacement Account (CAPRA), established under M.S. 16A.632, is a statewide fund centrally managed by Admin for use by all state agencies. CAPRA funds support emergency repairs and unanticipated hazardous materials abatement needs for state agency facilities.

Source(s)

- Capital budgets are, "primarily funded through the issuance of state general obligation bonds."
- Operating budgets are funded through:
    - Internal service/enterprise funds (largest source of funding) which are raised through revenue collected by fees charged to other government organizations for services rendered by MDA.
    - Money from the general fund is requested by MDA via biennium budget proposal to the Governor's office, which is then presented and approved by the legislature.
    - Special revenue funds which are fee-based including, "land management information services, parking, and workers' compensation"
    - Federal funds
- Operational funding is for DA provided through the "General Fund", but DA is considering going to "fee for service".

Public-Private Partnerships

- No significant program exists

PLANNING

What planning is mandated?

- No state-wide plan is prepared. One time a State facility Condition Audit was prepared. Individual buildings had facility condition assessments prepared (State Office Building by VFA in 2011).
- Minnesota Statute 15B.05 requires that the Capitol Area Architectural and Planning board must complete a Comprehensive Use Plan for the Capitol complex. There statute does not provide a time-frame or interval in which this plan must be completed.
- In July 2009the Capitol Area Architectural and Planning Board, published an amendment to the 1998 Comprehensive Plan for the Minnesota State Capitol Area. Minnesota Statute 15B.32 requires that the

Minnesota State Capitol Preservation Commission,
"develop a comprehensive, multiyear, predesign plan for the restoration of the Capitol building, review the plan periodically, and, as appropriate, amend and modify the plan. The predesign plan shall identify appropriate and required functions of the Capitol building; identify and address space requirements for legislative, executive, and judicial branch functions; and identify and address the long-term maintenance and preservation requirements of the Capitol building." The MSCPC is also obligated by the same statute to, "develop and implement a comprehensive financial plan to fund the preservation and restoration of the Capitol building"

- The Capitol Preservation Commission published Report from the Capitol in 2013 and focused on the Capitol.
- Long term plans are linked to capital budget process, "[Minnesota Management and Budget] measures success by how well planning and daily business management systems, processes and information access meets state agencies', executive branch, legislative and public needs… Budget Services also evaluates performance based on whether data is provided to decision makers in a timely manner."

LEASE MANAGEMENT

- **Centralized vs. Decentralized Real Estate Function:** DA/RECS is responsible for carrying out the leasing and space management functions for non-property owning agencies, especially the "Capitol Campus". RECS does the leasing and space management for all properties on the Capitol Campus. Minnesota is attempting to move to an "enterprise model" through the "Drive to Excellence" reform initiative roadmap released in 2005.
- RECS is responsible for the management of the state's real estate portfolio. The team also manages and provides a "comprehensive database of all real property under the custody and control of state agencies."
- "…An agency or department head must consult with the chairs of the house appropriations and senate finance committees before entering into any agreement that would cause an agency's rental costs to increase by ten percent or more per square foot or would increase the number of square feet of office space rented by the agency by 25 percent or more in any fiscal year."

BILLING (No Information Available)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS – Standard based upon need and flexibility

☒ Space Standards

- In 2012, Real Estate and Construction Services outlined the following space standards:
  - 48 SF workspace per "Resident" employee
  - 36 SF workspace per "Mobile" employee
  - 120 SF workspace per private office
- Space Standard Square Footage Range:
  - 175 sf (low support needs)
  - 230 sf (high support needs)
- The intent of the 2012 space standards was to promote "Flexible Work Environments" and to "provide the employee and the entire agency adequate space to work efficiently and safely."
- Minnesota's "New Approach" to space standards was recommended by the Department of Enterprise Services in Washington as the best practice in 2011 that reflects changes in new workplace design, increased density and emphasized alternative workplace strategies. Minnesota space standards emphasize and provide:

- Development of new space standards that have a better match to the type of work being performed by employees.
- Development of a wider array of options that can be used as standards in order to allow flexibility for workstation types that aligns with work functions.
- Identification of potential cost savings through reduced space needs and improved productivity through the implementation of these standards.

- Minnesota developed two types of workstations: —resident workstation, of 6′ x 8′ and a —free address workstation of 6′ x 6′. This approach reduces the current average density per person from125 SF/person to 108 SF/person.

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- Minnesota Statutes 16B.325—Sustainable Building Guidelines

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Oregon

FAST FACTS

State Population: 3.8 Million (US Census 2010)
Capitol City Population: Salem, 154,637 (US Census 2010)

FACILITIES MANAGEMENT ORGANIZATION – Modified Decentralized[1]

Brief Description of Department Structure:

- Department of Administrative Services (DAS)
  - Enterprise Asset Management (EAM)
    - Capitol Planning Commission (CPC)
    - Capital Projects Advisory Board (CPAB)
- Legislative Administration Committee (LAC)
- Oregon State Capitol Foundation (OSCF)
- DAS has authority to procure space for all agencies. So leases are negotiated by EAM but administered by agencies. Transportation, Corrections, and Forestry have their own facilities staff. Capitol Planning Commission was abolished in 2005 by SB 90. Capital Projects Advisory Board provides review of long range plans, funding strategies, condition of facilities and supports DAS.

Primary Objectives/Functions:

- Department of Administrative Services (DAS) – Enterprise Asset Management (EAM) is comprised of the Facilities Services programs including:
  - Operations;
  - Maintenance;
  - Planning and Construction Management;
  - Real Estate Services;
  - Statewide Fleet Administration and Parking Services; and
  - Oregon Surplus Property Program.

  The core focus of these programs is property management, to support agencies' space, travel and operational needs. The division is responsible for all phases of asset life-cycle management including acquisition, operation, maintenance and disposal. The divisions' value-added services allow state agencies and some local governments to focus on their primary missions. DAS is moving towards "Entrepreneurial Management business model"
  - Capitol Planning Commission (CPC) duties include conducting studies and analyses of the building needs of all state agencies located within the boundaries of the cities of Salem and Keizer; adopting and implementing a plan of development for the areas described by ORS 276.054; establishing, adopting and implementing a master plan for the development of the state buildings situated within the area bordered by State Street on the south and D street on the north, and Winter Street on the west and 12th Street, between State Street and Court Street, and Capitol Street, between Court Street and D Street, on the east; and adopting standards for the development of state buildings and grounds for the protection of the surrounding community environment. Other duties include consulting with state agencies, transit districts and other local government agencies to adopt a plan for facilitating coordination between state agencies and local government agencies in the development of state buildings and grounds in the areas described in ORS 276.054. CPC advises the State Parks and Recreation Department on matters related to the State Capitol State Park and the Oregon Department of Administrative Services on the planning and location of state buildings in the areas described in ORS 276.054, including general design,

[1] State's management practices for real estate assets and leases are handled through a fragmented arrangement in which multiple agencies have oversight for managing the maintenance, capital investment and administration of particular assets in the State's real estate portfolio including facility assets located within the Capitol Complex, but with significant direction from a central agency that ensures compliance with an overarching vision.

landscaping, traffic management, monuments, statues and fountains. Capital Planning Commission was abolished in 2005 by SB 90 and reestablished in 2009

- Capital Projects Advisory Board (CPAB) provides public review of proposed capital projects of all state agencies (except the Oregon University System). CPAB advises the Director of the Department of Administrative Services (DAS), the Chief Financial Officer or designee on: long-range facility plans that agencies submit to DAS; the condition of facilities, maintenance schedules, and options for new facilities (this applies to existing and proposed facilities within the class called major construction or acquisition in the Governor's budget); agency plans to lease facilities of 10,000 square feet or larger for ten years or more; agency plans to build or buy a building of 10,000 or more square feet.
  In evaluating a capital project or major lease, the Board considers: the agency's mission and long-range facilities plans; effective use of existing and proposed building space; if all reasonable alternatives have been explored by the agency; the condition of occupied and unoccupied building space; the agency's plan for asset protection, including operation, maintenance, and repair; the ability of the agency to reasonably maintain and operate all its facilities.
- DAS established State Facilities Planning Process Manual in January 2012 that establishes guidelines and policy framework for the state facilities planning process. The manual provides creation of State Facilities Plan by each agency consisting of an agency's respective space needs, leasing, building maintenance needs, and construction plans to be submitted to CPAB. Due to relatively recent adoption of the Facilities Process Manual, WRT was not able to access copy of the State Facility Plan to ascertain if these guidelines are in the process of implementation as mandated by legislature.

- Legislative Administration Committee (LAC) [Roles and Responsibilities abbreviated]
  - Control all space and facilities within the State Capitol and such other space as is assigned to the Legislative Assembly. ORS 173.720 (1)(g)
  - Direct renovation and repair of the State Capitol, renovation, repair and replacement of State Capitol fixtures and facilities, and artistic and other aesthetic improvements to the State Capitol and adjacent areas. ORS 173.720 (1)(h)
  - The Legislative Assembly, through the Legislative Administration Committee, shall exercise control over the use of the State Capitol. ORS 276.022 (1)
  - The committee has exclusive power to assign and reassign quarters in the State Capitol for such periods and under such terms, including rental rates, as the committee considers appropriate. ORS 276.022 (2)
- Oregon State Capitol Foundation (OSCF)
  - Preserving the history of state government activities that have occurred in the State Capitol;
  - Celebrating the contributions of persons who have participated in state government at the State Capitol;
  - Recommending exhibits, events, renovations, repairs and additions to the State Capitol;
  - Consulting with other appropriate advisory committees regarding potential recommendations;
  - Developing, maintaining and implementing plans to enhance and embellish the State Capitol;
  - Advising the Legislative Administration Committee on the terms and conditions of contracts or agreements entered into under ORS 276.002;
  - Soliciting and accepting gifts, grants and donations from public and private sources in the name of the Foundation; and
  - Receiving and depositing gifts, grants, or donations into separate trust accounts.
- In 2012, the Legislature created the Capitol Master Plan Review Committee to review 2009 Capitol Master Plan and recommend changes if necessary for the Capitol renovation and related projects.
- DAS has authority to procure space for all agencies. So leases are negotiated by EAM but administered by agencies.

Statues/Enabling Legislations:

- The Capitol Planning Commission (CPC) is re-authorized in SB 671 [2009 Session].

Areas of Exclusion (Agencies not under purview)

- Transportation, Corrections, and Forestry have their own facilities staff.

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- Information Not Found

STATEWIDE

Leased Space: EAM operates and maintains 650 private sector leases covering 4.6 million sf + 300 DAS controlled state leases covering 2.4 million sf

Owned Space: 49 DAS-owned buildings + services 9 other state agency-owned buildings with over 3 million sf

CAPITOL COMPLEX (Capitol Mall Area)

Significant Renovation or New Construction of the Capitol

- In the late 1990's, a series of energy and safety issues were identified in the Oregon State Capitol Wings. A project to address these issues was approved by the Legislative Assembly in 2001. The renovations were limited in scope due to funding constraints.
- Work on the Capitol Wings Restoration Project began in September 2007 and was completed prior to the 2009 legislative session.
- Capitol Master Plan completed in 2009 focused on the Capitol building. Project's renovation costs of about $230 million.

Leased Space: Not Available

Owned Space:

- 363,375 GSF / 174,250 NSF (Capitol Building Only)
- Approximately 1.7 million SF of rentable building space in 1991 (with an estimated 10,000 employees in the Capitol Mall area)

Non-profits and other relevant organizations for the Capitol

- Oregon State Capitol Foundation – 501 (c)(3) is dedicated to preserving and enhancing the State Capitol and the shared heritage that it represents for all Oregonians

PRIORITIZATION PROCESS

Authority

- Capital Projects Advisory Board (except for the State's higher education system)

Prioritization Criteria

CPAB prioritizes capital projects and major leases with the following criteria:

- The requesting agency's mission and existing long-range facility plans that agencies submit to DAS.
- The current use of existing building space and the proposed use
- The condition of facilities, maintenance schedules, and options for new facilities (this applies to existing and proposed facilities within the class called major construction or acquisition in the Governor's budget).
- Requesting agency's plan for asset protection, including repair, maintenance, and operations.
- The ability of the requesting agency to operate and maintain all its facilities.
- Agency plans to lease facilities of 10,000 square feet or larger for ten years or more.
- Agency plans to build or buy a building of 10,000 or more square feet.

Approval Criteria

- The *Capital Projects Advisory Board* (CPAB) reviews Capital Project requests with the following criteriaper State Statute Title 26 Public Facilities, Contracting and Insurance (2011 Edition). Chapter 276.226 (d) Review Process may include an examination of the following:
    - The effectiveness of asset protection, including maintenance, repair and other activities;
    - The effectiveness of space utilization, including an inventory of existing occupied and unoccupied building space;
    - The advisability of lease, purchase or other funding strategies;

- The condition of existing occupied and unoccupied building space;
- Appropriate technology;
- The agency's mission and long-range facilities plans; and
- For new facilities, expansions and additions, the ability of the agency to maintain and operate all of the agency's facilities in a cost-effective manner.

Life Cycle Costs

- Not considered.

FUNDING

Capital Construction (CC)

- The primary revenue source for the acquisition or construction of any structure or group of structures, all land acquisitions, assessments, improvements or additions to an existing structure which is to be completed within a six-year period with an aggregated cost of $1 million or more, and planning for proposed future Capital Construction projects is capital renewal from uniform rent DAS charges other state agencies.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Executive Order 10-11 required DAS to develop a comprehensive plan for implementing long term planning, facility assessment and deferred maintenance plan.
    - The Central Facilities Planning Committee is a group of Agency Facility Managers who meet regularly to represent agencies' interest in developing the statewide facility inventory, space needs planning, maintenance planning and planning the review process for capital projects. Agencies prepare six year facility plans with CPAB guidelines.
- The primary revenue source is the depreciation component of the uniform rent DAS charges other state agencies for remodeling and renovation projects that cost less than $1 million.

Source(s)

- EAM budget is $91.3 million funded through rent and other charges for services to state agencies and local governments according to the 2013-2015 Governor's Recommended Budget

Public-Private Partnerships

- Information Not Found

PLANNING

What planning is mandated?

- No Statewide plan is prepared. Agencies prepare six year facility plans with CPAB Guidelines.
-
- Recent Capitol Master Plan was completed in 2009 (by SRG Partnership) focused on the Capitol building. No interval prescribed for update.
- Capitol Mall Area Plan was completed by the Capitol Planning Commission in 1992 by the Capitol Planning Commission. No interval prescribed for update.
- Agency strategic plans are not linked to overall master plan. Oregon State Capitol Foundation (OSCF) maintains a 6-year strategic plan that is reviewed on a 3-year cycle. This is more of an organizational strategic plan.
- The Central Facilities Planning Committee is a group of Agency Facilities Managers who meet regularly to represent agencies' interest in developing the statewide facilities inventory, space needs planning, maintenance planning and planning the review process for capital projects.

LEASE MANAGEMENT

- **Centralized vs. Decentralized Real Estate Function**: Modified decentralized approach. DAS has authority to procure space for all agencies. So leases are negotiated by EAM but administered by agencies. Transportation, Corrections, and Forestry have their own facilities staff.
- "If the lease is for 10,000 square feet or more and for 10 years or more (including options to extend), the Office Space Request and Business Case must also be presented to the Capital Projects Advisory Board (CPAB)."

BILLING

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

- We use two rental systems: uniform rent and self-supporting rent. The Uniform Rent Program is a pool of general office buildings. Pooling costs allows us to provide lower overall rates than commercial rent. Self-supporting rent is for lone facilities, apart from the general office pool. It collects each facility's full costs in arrears as rent.
- Uniform Rent Rate recovers all building costs in Department of Administrative Services (DAS) Uniform Rent Office buildings. Those costs include building maintenance, custodial services, depreciation (to pay for construction and improvement), normal utilities, debt service, building security, recycling, landscaping, and administrative overhead.
    - Monthly Rates per SqFt 2013-2015
        - Basic $1.45
        - Storage $0.50
- Service Agreements and Self-Supporting Rent Rates:
    - See list of specific agencies
- Project Management
    - Provide service for a flat 6% of project cost in addition to the hourly rates below:
    - Senior Project Manager $136.00
    - Mid-Level Project Manager $110.00
    - Interior Project Manager $101.00
    - Entry Level Manager $87.00
- Leasing
    - Lease Renewal - 2-years or less: 1.75% Net Rent gross value of first 2 years
    - Lease Renewal - Greater than 2-years: 2.0% Net Rent gross value of first 2 years
    - New Leases: 3.0% Net Rent gross value of first 2 years
    - Existing Leases: 1.0% Net Rent gross value of first 2 years
    - DAS-owned building lease portfolio mgmt: $500.00 per agency per biennium
    - On Demand Lease Admin Services: $92.00 per hour after the first hour of service
- Real Estate Transactions
    - $122.00 per hour plus direct costs associated with the transaction

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

Possible Operation and Maintenance Addition Services for a Fee:

- Building Security
- Custodial
- HVAC
- Services + Repairs
- Project Management

SPACE PROJECTIONS/UTILIZATIONS – Standard based on Position + Function

☒ Space Standards

- Guidelines provided by Category of Position, Support Space, and Special Program Spaces. See Space Standards Policy Manual issued by the DAS 125-6-100 (2003).
- Guidelines per "the functional, efficient, and flexible use of space."
- Workstation Maximums: 280 SF (Director) to 50 SF (Data Entry)
- Support Area Maximums: Dependent upon equipment and number of users

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☒ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- 2009 Capitol Master Plan advocates for both flexibility and sustainable design approaches be part of renovations to the Capitol building.

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Texas

FAST FACTS

State Population: 26 Million (US Census 2010)
Capitol City Population: Austin, 842,592 (US Census 2010)

FACILITIES MANAGEMENT ORGANIZATION – Modified Centralized[1]

Brief Description of Department Structure: Texas Facilities Commission (TFC) - TFC provides planning and real estate management, facilities design and construction, and surplus property administration throughout the state. Currently, the Commission is responsible for planning, providing, and managing facilities for more than 100 state agencies in over 290 cities throughout Texas. In 2007, with the removal of the statewide procurement function, the agency was renamed the Texas Facilities Commission.

- Planning and Real Estate Management Division (PREM) - PREM is responsible for the planning and management of these state-owned and leased facilities including:
    - Long-Range and Strategic Analyses and Planning
    - Public Private Partnership (P3) Program
    - Space Allocation and Management
    - Pre-Design, Space Program Development and Plan Review
    - State Leasing Services
    - Property Management Services
- Facilities and Construction Division (FDC) - For the facilities managed by the agency, FDC is responsible for project management oversight, minor construction, building infrastructure maintenance and repairs, and energy management.
- The P3 Program under the Public and Private Facilities and Infrastructure Act, has redistributed the development of state-owned properties to private entities. The Texas Facilities Commission prepares a biennial Statewide Facility Master Plan which assesses and directs long-term asset management and development strategies for state-wide assets.

Primary Objectives/Functions:

- to provide office space for state agencies through the design and construction of facilities or through leasing services;
- to maintain state-owned facilities in a secure and cost efficient manner; and
- to provide various support services to state agencies, such as the reallocation and/or disposal of state surplus property, operation of the federal surplus

Statues/Enabling Legislations:

- Chapters 2165, 2166, and 2175 of the Texas Government Code are the Commission's enabling statutes and continue to correctly reflect the agency's mission and objectives.
- Texas Government Code Chapter 2152 is the Commission's enabling statute providing procedures for the appointment and eligibility of the Commission's members, executive director, and conflict of interest provisions.
- Section 2165.107 of the Texas Government Code requires that the Commission prioritize assignment of space to agencies in state-owned facilities.

Areas of Exclusion (Agencies not under purview)

- Texas Department of Transportation, the Parks and Wildlife Department, or a state institution of higher education; Veterans Land Board, Department of Agriculture etc.

[1] State's management practices for real estate assets and leases are handled through a quasi top-down arrangement in which one agency has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the state's entire real estate portfolio including facility assets located within the Capitol Complex, but must also share responsibility and/or decision-making with other entities comprised of technical and specialized staff.

- The State Preservation Board preserves and maintains the Texas Capitol, the Capitol Extension, the 1857 General Land Office Building, other designated buildings, their contents and their grounds; preserves and maintains the Texas Governor's Mansion; and operates the Bob Bullock Texas State History Museum.

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- Facilities Design and Construction: 28.8 FTEs
- Facilities and Energy Management: 161.1 (excludes 127.5 contract FTEs)
- Deferred Maintenance: 0 FTEs
- Facilities Planning: 3.3 FTEs
- Leasing: 7.2 FTEs
- Surplus Property: 25.3 FTEs
- Administration: 47.0 FTEs
- State Cemetery: 8.0 FTEs

CAPITOL COMPLEX

Significant Renovation or New Construction:

- The Capitol Extension, located on the north side of the Capitol, is a four-level underground structure (667,000 GSF) which was completed in 1993 by the **State Preservation Board**. It was built to provide the Capitol with much-needed additional space. It is connected to the Capitol by three pedestrian tunnels

Leased Space: 2.3 Million GSF within Austin, as of Sept 2011

- "Prior to making recommendation to the Commission, an assessment of the proposed Lessor shall be performed to determine the relevant experience, financial condition , and history of bankruptcy, litigation and judgments involving the proposed Lessor, and as appropriate, its owners, officers, directors, subsidiaries, affiliates or predecessors that may be relevant indicators of proposed Lessor's ability to perform under the lease contract. The findings of this inquiry shall be maintained in the permanent lease file of the Commission.

Owned Space: 3.5 Million GSF within Austin, as of Sept 2011

Non-profits and other relevant organizations for the Capitol

- No Information Found

PRIORITIZATION PROCESS

Authority

- TFC prioritizes capital projects using Facility Condition Index (FCI). Senate Bill 1048 also created the Partnership Advisory Commission, a legislative advisory commission to advise governmental entities on qualifying P3 projects.

Prioritization Criteria

Eligibility:

- Land purchases
- New construction
- Major repairs/renovations

Approval Criteria

- TFC uses Facilities Condition Index (FCI) a ratio of repair cost to replacement value, FCI = Repair Costs / Replacement Value.

Life Cycle Costs

- Not considered.

FUNDING

Capital Construction (CC)

- TFC prioritizes capital projects using the Facility Conditions Index (FCI). Senate Bill 1048 also created the Partnership Advisory Commission, a legislative advisory commission to advise governmental entities on qualifying P3 projects.
- Interagency contracts funding is obtained from funds received from other state agencies with whom the Commission has contracted for new construction or major renovation projects.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Facility operating expenditures totaled $70.7 million during FY2011 (87% of approximately 5.9 million SF inventory is within Austin (Capitol Complex, the North Austin Complex, Park 35 Complex, and Hobby Complex).
- TFC proposed a 10-year deferred maintenance program in excess of $380 million following comprehensive facility condition assessment (2006)
    - The assessment identified an extensive backlog of repairs and renovations for all state-owned office buildings maintained by the agency.
- Uses Facility Conditions Index (FCI), to represent the physical condition of a facility and is expressed as the ratio of repair costs to replacement value of the facility; the higher the FCI, the poorer the condition of the facility.
    - TFC uses FCI to manage current conditions and future needs are continually defined, monitored, and addressed by the program, with the highest priorities identified and presented to the legislature for funding.

Source(s)

- TFC uses general revenue funds to pay for utility costs (account for 39% of agency's general revenue budget); General obligation bonds funding is usually requested by TFC to fund backlog of deferred maintenance projects (major budget driver for the agency).

Public-Private Partnerships

- Effective September 1, 2011, the 82nd Texas Legislature enacted S.B. 1048, entitled the Public and Private Facilities and Infrastructure Act, Chapter 2267, Texas Government Code. The Act was passed to encourage redevelopment of underdeveloped and underutilized state owned properties.
- TFC adopted guidelines for the purpose of encouraging private entity participation, creativity, and competition, and to guide the selection of qualifying projects in the public-private partnership development program (to develop or operate qualifying projects to acquire, design, construct, improve, renovate, expand, equip, maintain, operate, implement, or install education facilities, technology and other public infrastructure, or government facilities that serve a public need and purpose).
- The Sunset Commission (2013) determined that while TFC is at the forefront of implementing P3 projects, it has stepped into these efforts without adequate guidance, planning, and resources needed to ensure protection of the State's best interests.

PLANNING

What planning is mandated?

- Facilities Master Plan Report, required under chapters 2165 and 2166 of the Texas Government Code to provide statewide biennial Facilities Master Plan Report. Last prepared in 2012 by TFC.
- Detailed Master Plan was envisioned for 2013 by TFC.
- The most recent plan for the future of the Capitol Complex was developed and adopted by the State Preservation Board in 1989.
- State agencies have direct input in the Facilities MP process. RFIs are issued to each agency which they are required by law to respond.

LEASE MANAGEMENT

- TFC is prioritizing consolidation of leases and increasing ownership of properties (TFC Facilities Master Plan Report 2011).

- State ownership costs were approximately $6.08 per square foot per year less than the statewide average of $14.97 spent on state leased office space.
- The Commission is undertaking efforts to reposition state assets in the Capitol Complex and other holdings in the Austin area. This effort is known as the Capitol Area Development Program.
- "Prior to making a recommendation to the Commission, an assessment of the proposed Lessor shall be performed to determine the relevant experience, financial condition, and history of bankruptcy, litigation and judgments involving the proposed Lessor, and, as appropriate, its owners, officers, directors, subsidiaries, affiliates, or predecessors that may be relevant indicators of proposed Lessor's ability to perform under the lease contract. The findings of this inquiry shall be maintained in the permanent lease file of the Commission."

BILLING (Not Information Found)

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS – No Standard

☐ Space Standards

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☐Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

Sunset Advisory Commission's Report (2013)

- The State Lacks a coordinated, transparent approach to planning future development of the Capitol Complex.
- TFC's current approach to Public-Private Partnerships needs additional safeguards to Avoid Exposing the State to Significant Risks.
- TFC's contracting functions lack standard elements necessary to improve contract transparency and management.
- TFC struggles to effectively plan for and manage Its deferred maintenance Needs.
- The Texas Facilities Commission's statute contains inefficient reporting requirements and does not reflect standard elements of Sunset Reviews.

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Utah

FAST FACTS

State Population: 2.85 Million (US Census 2010)
Capitol City Population: Salt Lake City, 189,314 (US Census 2010)

FACILITIES MANAGEMENT ORGANIZATION - Centralized[1]

Brief Description of Department Structure:

Department of Administrative Services (DAS) – State-wide higher education under purview.

- Division of Facilities Construction & Management (DFCM)

Utah State Building Board
State Capitol Preservation Board (CPB)

Primary Objectives/Functions:

- Division of Facilities Construction and Management (DFCM) has oversight responsibilities for all state owned and occupied facilities. DCFM duties include maintenance, leasing, energy services and all phases of construction. They also oversee all non-higher education and non-judicial branch leases, as well as managing the allocation of state owned space.
  The DFCM has statutory authority over the allocation of appropriations for the State's real estate capital expenditures, asset portfolio and responsibility for the annual maintenance of a five-year capital development plan.
  - The Construction Management section of DFCM is responsible for constructing state facilities. After buildings are approved and funded by the Utah State Legislature, the Construction Management team is responsible for architectural programming design and selection; construction management and selection, testing and inspections services; and monitoring warranty period.
  - The Facilities Management section within DFCM provides comprehensive building maintenance and management services. This service consists of several different sections within the organization working to meet the needs of both the tenant agencies and the state building asset. These sections consist of management and maintenance services; central contract and accounting services; and energy management and electronics resource support.
  - The Real Estate Group of DFCM manages and negotiates all real property leases for most state agencies and institutions. Through the Real Estate Group, DFCM manages over $23 million of state agency budgets appropriated for rent. This group manages real property acquisitions, sales, rights of way, easements, lease and general obligation bonds and any other property related issues.
  - State Building Energy Efficiency Program (SBEEP) promotes energy savings and efficiency in state buildings. The program provides funding resources as well as tools and cost-effective methods for energy efficient design, construction and operation. Programs include energy design standards, rating systems, product analysis, performance tracking, re-commissioning, and Energy Services Companies (ESCO) loan programs.

- The Utah State Building Board is composed of eight members, seven of which are private citizens appointed by the Governor, and the eighth being the ex-officio member from the Director of the Governor's Office of Planning and Budget. Staff assistance to the Board is provided by the Division of Facilities Construction and Management (DFCM). The Board, with the assistance of DFCM, undertakes a comprehensive and objective evaluation of the State's capital facility needs. The powers and duties of the Board include the following:
  - Recommend priorities for present and future state building needs, as well as an annually updated **Five-Year Building Plan**;

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

- Allocate appropriations for capital improvements to specific projects based on Capital Improvement Policy (for projects less than $2.5 million dollars). Improvement projects higher than $2.5 million or new projects more than $500,000 are treated as capital development project.
- Review and approve agency and institutional master plans;
- Recommend to the Governor and the Legislature any statutory changes necessary to ensure an effective, well-coordinated building program;
- Establish design criteria, standards, and procedures in the planning and construction of new or remodeled buildings;
- Present a report of leased space to the Legislature annually and approve leases longer than ten years;
- Adopt rules necessary for the discharge of duties of the Building Board and DFCM.

- State Capitol Preservation Board - The Capitol Preservation Board was created in 1998 by the Utah State Legislature and Governor Michael O. Leavitt. As the Stewards of the Capitol, the Board has the responsibility to maintain, improve, and oversee the buildings and grounds on the Capitol Hill Complex. This translates into three unique programs that are managed by the board on a daily basis:
  - Capitol Stewardship-The Board maintains overall responsibility for the operation and care of the Capitol Hill buildings and grounds. Inside the Capitol, a wide variety of original artwork, treasured artifacts, and historical furnishings are on display, in storage, or used functionally. These, too, fall under the management and care of Board.
  - Visitor Services - To accommodate and serve more than 150,000 people who visit each year, the Visitor Services Center implements programs for education, training, public service, and special events. Many Capitol visitors — from local community groups to far-traveling tourists — take exciting and informative tours with one of our 60 volunteer docents. The Board also runs a Capitol Events and Scheduling Program, coordinating thousands of events from free speech rallies and government meetings to choral performances and wedding ceremonies.
  - Capitol Inventory - The Inventory Program was designed to define, identify, register, and track all important contents of the Capitol Hill Complex—including all state-owned items of historical significance. The program also oversees the selection and installation of exhibits, artwork, and statuary in the Capitol Hill Complex.
  - Board Members - The Board is made up of eleven members, and all three branches of government are represented: executive, legislative, and judicial. Each member of the Board currently serves for the length of their terms in office. Allyson W. Gamble is the Executive Director of the Capitol Preservation Board, and the Board members are:
    - Lieutenant Governor Greg Bell, Chair
    - Senator Peter Knudson
    - Senator Mark Madsen
    - Senator Gene Davis
    - Representative Brad Dee
    - Representative Keith Grover
    - Representative Patrice Arent
    - Chief Justice Matthew Durrant
    - Attorney General John Swallow
    - State Treasurer Richard Ellis
    - State Historic Preservation Officer Brad Westwood
  - Need to confirm if SCPB have staff or if they subcontract this role.

Statues/Enabling Legislations:

- Utah Statutes and Codes Chapter 9 63C-9-301 Board Powers-Subcommittees establishes Capitol Preservation Board.
- Capital Improvements are defined in statute as a category of capital improvements projects that are eligible for funding from an appropriation for capital improvements made annually to the Division of Facilities Construction and Management (DFCM). These funds are allocated to projects by the Building Board

although the Legislature reserves the right to designate projects to be funded. The statutory definition contained in subsection 63A-5-104(1)(b) reads:

(b) "Capital Improvement" means any:

(i) Remodeling, alteration, replacement or repair project with a total cost of less than $2,500,000.
(ii) Site and utility improvements with a total cost of less than $2,500,000; or
(iii) New facility with a total construction cost of less than $500,000.

Areas of Exclusion (Agencies not under purview)

- (No Information Found)

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- Department of Administrative Services (DAS) Employee Count: 439 FTEs
  - Division of Facilities Construction & Management (DFCM): 196 FTEs
- State Capitol Preservation Board (CPB): 4.7 FTEs

STATE-WIDE

- DFCM manages $1.6 billion in construction projects
  - Provides maintenance for 180 buildings which house state agencies, local governments, and educational entities across the state.
  - Supports the Utah State Building Board in developing recommendations for Capital Development Projects and allocating Capital Improvement Funds.
  - DFCM's Energy Program provides energy reduction assistance to state agencies and institutions.
- The Internal Service Fund within the Division of Facilities Construction and Management provides building maintenance, management and preventive services to agency subscribers. Services are currently provided to 162 individual programs throughout the state occupying over 6 million square feet of space. Services are provided through operating and maintenance agreements tailored specifically to each location or campus.

CAPITOL COMPLEX

Significant Renovation or New Construction

- A massive renovation project from 2004 to 2008 restored the Capitol's original beauty following the devastation caused by 1999 tornado.

Leased Space: No Information Found

- "An agency requesting lease space must submit a request and justification statement to the Division of Facilities Construction and Management (DFCM) preferably at least six months before the required date of occupancy. A space utilization program should be prepared by the agency."

Owned Space: No Information Found

Non-profits and other relevant organizations for the Capitol: No Information Found

PRIORITIZATION PROCESS

Authority

- Utah State Building Board – State funded requests are prioritized by the Building Board and recommended to the legislature in the Five-year Building Program.

Prioritization Criteria

Capital Improvement Projects are defined as:

- A new facility with a construction budget of $500,000 or more;
- A remodeling, site, or utility project with a total cost of $2,500,000 or more; or
- A purchase of real property where an appropriation is requested to fund the purchase.

DFCM submits priority projects to Building Board (80%) base on Condition Assessment reports. The remaining 20% come from Agencies

Approval Criteria

Weighed Criteria (See Building Board – Capital Development Request Evaluation Guide, 2004)

- Address life safety and other deficiencies in existing assets through renewal and replacement
- Address essential program growth requirements
- Cost effective solution
- Improve program effectiveness and/or capacity
- Provide facilities necessary to support critical state programs and initiatives
- Take advantage of alternative funding opportunities for needed facilities

Projects classified as "Other Funds Projects" (funded entirely by restricted state funds) are not prioritized but are evaluated by the Board whether to be recommended for approval by the Legislature.

Life Cycle Costs

- Guiding Principle – State should not develop new buildings that cannot be maintained. Overall, approximately 80% of the capital improvement project requests should come from the highest priority projects listed in DFCM's Condition Assessment reports. The balance of the projects requests (20%) may come from needs identified by agencies and institutions.

FUNDING

Capital Construction (CC)

- Capital development projects in this plan are divided into two major categories: State Funded Requests and Other Funds Projects. State Funded Requests include all projects that are requesting general state funds. These projects compete for priority on the Board's Five-Year Building Plan. The Other Funds Projects are those which are funded entirely by restricted state funds that cannot be appropriated for general state purposes and from non-state funds such as donations and federal grants. Other Funds Projects are considered by the Board for a determination as to whether they should be recommended for approval by the Legislature. Recommendations for Other Funds Projects are not prioritized.
    - Capital Improvement Projects are defined as:
        - A new facility with a construction cost of $500,000 or more;
        - A remodeling, site, or utility project with a total cost of $2,500,000 or more; or
        - A purchase of real property where an appropriation is requested to fund the purchase.
    - The State has set an objective that there should not be any development of new buildings that cannot be maintained. Overall, approximately 80% of the capital improvement project requests should come from the highest priority projects listed in DFCM's Condition Assessment reports. The balance of the projects requests (20%) may come from needs identified by agencies and institutions.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Facilities Maintenance is funded entirely from the revenues collected from agency customers. Operation and maintenance agreements are renewed annually and adjusted as needed.
- "Priority should be given to the maintenance of the existing buildings over the development of new buildings – delayed maintenance results in more costly repairs."
- Criteria to include CM monies in the Capital Budget requests.
- "The [Facility Condition Analysis] program is a tool used by DFCM to project capital cost on all State-owned facilities older than five years. This is primarily done by architects and engineers within the ISES Corporation. All the information along with photos, drawings, descriptions and summaries is then put into a master database created by the ISES Corporation."

Source(s):

- Capital Development Projects primarily funded through the State's General Fund revenues and non-state funded revenues, including bonds, donations, restricted funds, federal funds, and other non-tax funding.
- The State's capital improvement program is the main source of funding for addressing Capital Improvement needs. Dedicated Revenue Sources. Capital improvements are defined in statute as remodeling, alteration, replacement, or repairs of less than $2.5 million or the construction of the new facility at least $500,000.
- Capitol Preservation Board Operational Funding: $4,615,900

- General Fund: $4,059,400
- Dedicated Credits: $556,400
- Other Funds: $100

(Source: FY2012 Utah Budget Summary)

DAS-DFCM

- FY 2012 Operating Budget: $20,448,100
- FY 2012 Finance Mandated Budget: $37,286,300
- FY 2012 Internal Service Fund (ISF) Operating: $139,760,300
- FY 2012 Capital Budget: $357,790,000

- Other DCFM information regarding DFCM's Expenditures and Revenues for Facilities Management, Administration, and Capitol Projects can be found in the 2012 DAS Annual Report.
- Capital Improvement Program budget must be equal to 1.1 percent of replacement value of existing buildings. (National studies suggest higher levels of funding – in the range of 2-4 percent of the replacement value.)

Public-Private Partnerships

- NA

PLANNING

What planning is mandated?

- State Capitol Preservation Board is to prepare and submit annually "long-range master plan for the capitol hill complex, capitol hill facilities, and capitol hill grounds."
- Utah State Building Board is required to develop and maintain a five-year plan that includes a priority list of capital development with additional detail for projects within the first two years of the plan to be submitted for state funding.
- Building Board has published criteria for prioritizing Capital Development Recommendations.
- Each state agency is required to submit written request and make a presentation for the project requests.

LEASE MANAGEMENT

- "An agency requesting leased space must submit a request and justification statement to the Division of Facilities Construction and Management (DFCM) preferably at least six months before the required date of occupancy. A space utilization program should be prepared by the agency."

BILLING

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

DFCM Service Plan:

- Capital Development Design and Construction Management: No service fees – Salaries paid for out of administrative budget
- Facilities Maintenance and Management Services: DFCM contracts with state agencies and institutions through annual Operation & Maintenance Agreements to provide program funding. Revenue levels are justified and approved through the state rate process and collected on a quarterly basis. (See DFCM Rate Sheet Document FY2010.)
- Real Estate Services-Leases/Purchase/Sell/Bond: No service fees – Salaries paid for out of administrative budget
- Building Code Review and Inspection Service: No service fees – Salaries paid for out of administrative budget

- Statewide Energy Efficiency Services: No service fees – Salaries paid for out of administrative budget (Source: DFCMServicePlan.pdf)

DFCM FY2014:

- Construction:
  - Administrative Staff: $46
  - Capital Development: $67
  - Capital Improvement: $52
- State Facilities Management:
  - Varies by Location
    (Source: FY2014RatesFeesPremiumsFinal)

SPACE PROJECTIONS/UTILIZATIONS – No Standard

- No average rate, but specific space standards are based on positions based on function
- Open space concept is policy

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- Energy Conservation is one of the best run programs in the state with savings of over $7 million for agencies and institutions.
- 2009 High Performance Building Rating System
- State Building Energy Efficiency Program (SBEEP) promotes energy savings and efficiency in state buildings. The program provides funding resources as well as tools and cost-effective methods for energy efficient design, construction and operation. Programs include energy design standards, rating systems, product analysis, performance tracking, re-commissioning, and Energy Services Companies (ESCO) loan programs.

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VIRGINIA

FAST FACTS

State Population: 8 million (US 2010 Census)
Capitol City Population: Richmond, 204, 214 (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION- Centralized[1]

Brief Description of Department Structure: Department of General Services (DGS) (Agency 194)

- *Division of Engineering and Buildings (DEB)* – Responsible for operating, maintaining, securing, and providing technical services for all state-owned buildings and properties. It includes two bureaus:
  - *Bureau of Facilities Management (BFM)* – Provides statewide engineering, architectural and building management services. Provides maintenance, operation, repair, and technical services for about 80 executive, legislative and judicial agencies located in DGS managed facilities within the Capitol Square Complex and the Richmond metropolitan area. BFM also manages capital outlay projects and maintains the master plan for the Capitol Complex.
  - *Bureau of Capital Outlay Management (BCOM)* - Provides the professional and administrative staff support for the Director of DEB in the legislatively-mandated role as Building Official on state property. It also assists the Department of Planning and Budget in the capital budgeting process.
- *Division of Real Estate Services (DRES)* – Created in 2005 within DGS. It provides statewide buying, selling, and leasing real estate services. Manages the state's real estate portfolio, assists state agencies with transactional and strategic planning services and helps agencies meet their real estate needs.
- *Division of Purchase and Supplies (DPS)*
- *Division of Consolidated Laboratory Services (DCLS)*
- *Directors Office (includes office of Fleet management services, Office of Graphic Communications, information Systems and Services etc.)*

Primary Objectives/Functions:

- Mission of managing facilities throughout the Commonwealth and at the Capitol Complex
- DGS requires a land use plan or master plan to be submitted by each department, agency and institution annually to DRES (Virginia code amended in 2005).
- Other statewide functions include: Laboratory and Analytic Testing Services, Engineering, Architectural and Facility Management Services, Procurement and Distribution Services, Real Estate Management Services, Vehicle and Fuel Management Services, Graphic Design Services, Seat of Government Mail Services. State and Federal Surplus Property Services

Statues/Enabling Legislations:

- Virginia Code §2.2-1149 provides, in part, "…no state department, agency or institution shall acquire real property by gift, lease, purchase or any other means whatsoever without following guidelines promulgated by the Department of General Services… ."
- Executive Order 75 (2004) to establish an integrated real estate portfolio management system (IREMS) for the agencies and institutions within Commonwealth.

Areas of Exclusion (Agencies not under purview)

- DGS exempts all undeveloped or minimally developed lands under the possession or control of DCR, DGIF, or DOF and used as natural areas, state forests, state parks, or wildlife management areas.
- Excludes higher education.

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

- DGS has more than 600 employees
- BFM has staff of 12 people within its office located within the Capitol Complex.

Locations of Facilities Department:

- BFM manages Capitol Complex facilities within the Richmond and Richmond metro area.

CAPITOL COMPLEX

Significant Renovation or New Construction:

- Renovation of Capitol and construction of new Visitors Center completed in 2007 ($105 million)
- Series of other renovation and new construction projects between 2005 to 2010 (office and new parking decks).

Leased Space

- Approximately 900,000 SF in metro Richmond (2005)
- "Section 2.2-1154 B of the Code of Virginia shall be considered when location of leased facilities"
- "The Department shall require…when siting state facilities and programs, to evaluate the feasibility of siting such facilities and programs in the Commonwealth's urban centers."

Owned Space:

- 3.3 million SF included in the Capitol Complex MP within downtown Richmond (2005)

Non-profits and other relevant organizations for the Capitol

- The Virginia Capitol Foundation acts as a non-profit advocate for the Capitol, Executive Mansion and Capitol Square to help guide the program development, fundraising, and marketing for the area (2004 – 2010 Gross Operating Revenue $3 million).
- Capital Square Preservation Council (1999) – Created by the Commonwealth to plan and review of projects that affect the State Capitol, its historic artifacts, other historic buildings on or adjacent to Capitol Square, and the landscape and archaeological features of Capitol Square.

PRIORITIZATION PROCESS

Authority

- DGS-Bureau of Capital Outlay Management and Department of Planning and Budget (DPB)

Prioritization Criteria

- All Agencies submit requests through FICAS and are prioritized. DPB allocates then budgets.
- "The Facility Inventory Condition and Assessment System (FICAS) is a centralized database with building condition assessment information that provides agencies, the Governor, and General Assembly with an effective capital planning tool." A list of maintenance reserve projects is prepared for the six year plan by DGS and submitted to the Department of Planning and Budget for capital projects and maintenance reserve budgetary purposes.
- Eligibility:
    - Real property purchases
    - Improvements and new construction greater than $250,000 in value submitted to DGS.

Approval Criteria

- Capital Budget Request 2010-2016 form DGS follows strategic plan and supports the Virginia State Capitol Master Plan endorsed by Governor Mark Warner on February 3, 2005.
- "Virginia Code § 2.2-1149 provides that no state department, agency or institution shall acquire real property by gift, lease, purchase, or any other means without following the guidelines adopted by the Department of General Services and obtaining the prior approval of the Governor."
- Budgetary process requires agencies to provide a Master Plan and Multi-year Capital Development Plan a biennial budget capital outlay request to General Assembly. Approval by the State Division of Engineering and Buildings is required before a project can proceed from one design state to another.

Life Cycle Costs

- Not considered.

FUNDING

Capital Construction (CC)

- DPB's bi-yearly strategic planning cycle for each agency for capital projects within the Capitol Complex
- Capital Budget Request by the DGS as per the Department of Planning and Budget (DPB) instructions
- "DPB, SCHEV, DGS, House Appropriations Committee, Senate Finance Committee, and other groups use the data in FICAS to evaluate capital project and maintenance reserve requests. If an agency or institution does not have up to date information in FICAS, its subsequent funding for projects could be impacted."

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- $210 million (2013) and $294 million (2009). Decreasing gradually from 2009.
- CM budget requests included as a separate capital project for maintenance.
- Central Capital Outlay serves as a capital maintenance, construction, and renovation 'holding account' to better manage state resources including general fund and non-general fund cash, tax-supported debt, and revenue bonds.

Source(s)

- Internal Service Fund (DGS charges agencies for services provided) plus General Fund
- Recent discussions of converting some parts of the DGS services (e.g. BCOM), with funding from the General Fund
- General Funds and State Bonds are the primary funding for Capital Development Projects

Public-Private Partnerships

- The Public-Private Education Facilities and Infrastructure Act (PPEA) of 2002 (amended in 2008) is the legislative framework enabling departments, agencies, and institutions of the Commonwealth of Virginia, as well as local governments and certain other public bodies, to enter agreements authorizing private entities to develop and/or operate qualifying projects as defined in the Act.
- Authorizes private entities to acquire, design, construct, improve, renovate, expand, equip, maintain or operate qualifying projects after obtaining approval of a public entity that has the power to take such actions with respect to such projects.
- Projects are reviewed by the Public-Private Partnership Advisory commission.

PLANNING

What planning is mandated?

- Capitol Complex Master Plan prepared every 5 years.
- Last Capitol MP prepared in 2005 by Wallace Roberts & Todd. 2010 MP on hold by DGS
- DGS or DRES do not prepare statewide plans.
- State Agency Strategic Plans are no necessarily linked to Master Plan efforts. State-wide real estate strategic planning outsourced to CBRE in 2003. Initial statewide plan was prepared by CBRE that included a review of agency mission and needs. DRES formed in 2005. DRES works with agencies to prepare real estate strategic plans since 2008.

LEASE MANAGEMENT

- VA hired CBRE to Real Estate Consultant to perform statewide portfolio management services in 2004. DRES renewed contract in 2008 and 2009.
- "Virginia Code §2.2-1149 provides that no state department, agency or institution shall acquire real property by gift, lease, purchase or any other means without following the guidelines adopted by the Department of General Services and obtaining the prior approval of the Governor."
- "Section 2.2-1154 B of the Code of Virginia shall be considered when locations of leased facilities": "The Department shall require...when siting state facilities and programs, to evaluate the feasibility of siting such facilities and programs in the Commonwealth's urban centers."

BILLING

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS

☒ Space Standards – Uniform Space Standard

- 205 Usable SF / FTE revised down to 198 USF/FTE (2010) by the Division of Real Estate Services under DGS for Commonwealth of Virginia Office Space (excluding special use areas)
- Space standards for agencies to achieve average, guide allocation of space and guide the design process for efficient layout of space.

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- Executive Order 19 Conservation and Efficiency in the Operation of State Government
- Executive Order 35 and §2.2-2817.1 of the Code of Virginia addressing telecommuting by state employees, and the adoption of Environmental Management System standards by a number agencies.
- Executive Order 48 addressing energy use in state facilities.
- Executive Order 82 (2009) Greening of the State Government

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Washington

FAST FACTS

State Population: 6,724,540 (US 2010 Census)
Capitol City Population: Olympia City, 46,478 (US 2010 Census)

FACILITIES MANAGEMENT ORGANIZATION - Centralized[1]

Brief Description of Department Structure:

The Department of Enterprise Services (DES) is a new state agency created in mid-2011 by Governor Chris Gregoire. DES merges all or portions of the Department of General Administration (GA), Printing, Personnel, and Information Services. In December 2010, the governor announced the agency consolidation plan, estimated to save $18.3 million in the 2011–13 biennium. With this plan in place, the Department of Enterprise Services will centralize many services that state agencies require, including facilities and lease management, accounting, human resources, risk management, contracting and printing. Office of Financial Management (OFM) will continue to oversee budget, policy, forecasting and labor relations, and add human resource policy and state IT policy, planning and oversight to its real estate portfolio. A new central IT agency, Consolidated Technology Services will consolidate and further standardize the basic technology that all state agencies use, including email, IT security and telecommunications.*

DES Comment: CTS is a rump of the old centralized IT agency-Department of Information Services. Its "policy" function was relocated to OFM, its operating function was relocated to the new Department of Enterprise Services (DES), and CTS basically manages the major infrastructure and contracts related to telecommunications and email etc. IT security is split between the policy function at OFM—the Office of the Chief Information Officer (OCIO) and DES. As an aside, though the Department of Personnel was mostly merged into DES, its "policy" function went to OFM. So while it could be sa8id that DES is THE centralized services agency, a number of important "policy" functions have been separated. This may or may not work.

The DES established control of for the ongoing care, maintenance, and repair of commemorative works on the state capitol grounds (buildings and land owned by the state within the capitol complex*). Following committees advise DES on matters related to State Capitol and capitol grounds. DES includes following three boards and committees:

DES Comment: The old Department of General Administration (GA-the prior centralized services agency that was merged into DES) had "custody and control" of the buildings and grounds of the Capitol Campus, including the commemorative works etc. GA set the building rental rates etc.

- **State Capitol Committee (SCC)**
  The State Capitol Committee (SCC) approves new construction and improvements of public buildings, and the acquisition (purchase or leasing) and disposal of real estate at the State Capitol and within Thurston County. The committee is comprised of the governor or designee, the lieutenant governor, the secretary of state, and the commissioner of public lands (This is a state wide elected office that also manages the Department of Natural Resource).
- **Capitol Campus Design Advisory Committee (CCDAC)**
  The Capitol Campus Design Advisory Committee (CCDAC) provides guidance to the State Capitol Committee and the Director of the Department of Enterprise Services on designs and plans affecting state capitol facilities as they develop. The committee has nine members, including four legislators (a member of each party caucus in each house (generally members of the local delegation sit on this committee), the secretary of state, and four design professionals representing multiple disciplines(architects, urban planners,

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

landscape architects).. The committee provides advice as a full body in the form of an action following presentation and discussion. (Chapter 43.34 RCW)

- **Capital Projects Advisory Review Board (CPARB)**
  The 2005 Legislature created the Capital Projects Advisory Review Board (CPARB) under ESHB 1830 (RCW 39.10) to review alternative public works contracting procedures and provide guidance to state policymakers on ways to further enhance the quality, efficiency and accountability of public works contracting methods.
  CPARB and many stakeholders contributed to significant changes to RCW 39.10 that the 2007 Legislature enacted.
  DES Comment: This committee has nothing to do with the Capitol Campus, nor the real estate portfolio. It provides advice on public works activities.

State Building Code Council (SBCC)
The State Building Code Council is a state agency created by the legislature to provide independent analysis and objective advice to the legislature and the Governor's Office on state building code issues. The Council establishes the minimum building, mechanical, fire, plumbing and energy code requirements necessary to promote the health, safety and welfare of the people of the state of Washington, by reviewing, developing and adopting the state building code.

Primary Objectives/Functions:

DES Comment: Unfortunately, our state is a hybrid, because policy oversight and long-range planning reside in OFM, while the operational functions related to the portfolio reside in DES. The gap is a challenge when it comes to the Capitol Campus because while DES controls the buildings and rates on the campus, OFM determines a lot of the actual facility activity of tenant agencies through the budget process as well as though the long range planning process.

- To maximize the benefits to the public, state government should be operated in an efficient and effective manner. The department of enterprise services is created to provide centralized leadership in efficiently and cost-effectively managing resources necessary to support the delivery of state government services.

Statues/Enabling Legislations:

- Senate Bill 5931 - Department of Enterprise Services. Passed in June 2011
- The Office of Financial Management (OFM) is required to develop a Six-Year Facility Plan every two years in collaboration with state agencies and the Department of Enterprise Services (DES), as prescribed by RCW 43.82.055.

Areas of Exclusion (Agencies not under purview of OFM Facilities Oversight
Not included are technical, operational and field facilities such as fish hatcheries, environmental laboratories, boat launches and other state park facilities. Educational facilities are also excluded. DES provides real estate and construction management to community colleges and at times to the four year universities.

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract): DES = 1031 FTEs / (As of June 30, 2014)

- DES-Department of Personnel (DOP) - 124 FTEs
- DES-Office of Financial Management (OFM)-189 FTEs
- DES-Department of Information Services (DIS)-120 FTEs
- DES-General Administration (GA)-536 FTEs
- DES-Printer-121 FTEs

CAPITOL COMPLEX

Significant Renovation or New Construction:

- A three-year rehabilitation and earthquake-repair project was completed in 2004. The $120 million project added modern heating and cooling, plumbing, fire protection and state-of-the-art wireless technology systems, while maintaining historic features. It also improved accessibility, added new public space, made further seismic and security upgrades, and repaired damage caused by the 2001 earthquake.

Leased Space:

- 4.1 Million square feet, - Thurston County (Source: 2006 Master Plan for the Capitol of the State of Washington, page 7)
- Stated goal of locating various government functions in accordance with guidelines that maximize the efficiency and effectiveness of its operations (2006 MP)
- "GA shall use the following characteristics to determine if an area is eligible to be considered as a Preferred Leasing Area:
    - The proposed area meets the needs of the state;
    - The appropriate city has shown its support in writing;
    - Intercity Transit has shown its support in writing;
    - The proposed area is situated within Central Business Districts or urban centers or areas appropriately zoned as identified in each city's comprehensive plan;
    - The proposed area is fully developed with an effective street network and a pedestrian circulation system(s) directly adjacent to potential sites;
    - The proposed area has infrastructure accessible to individuals with mobility challenges;
    - The proposed area has high quality (regularly scheduled and frequent) public transit directly adjacent to potential sites.
    - The proposed area is compatible with long term goals defined by the particular city's comprehensive plan; and
    - The proposed area is contiguous within the boundaries of one city.

Owned Space:

- 4.2 Million square feet, Thurston County (Source: 2006 Master Plan for the Capitol of the State of Washington, page 7)
- 485 acres of public park associated with State Capitol Campus (Source: 2006 Master Plan for the Capitol of the State of Washington, page 23)

Non-profits and other relevant organizations for the Capitol

- No Information Found

PRIORITIZATION PROCESS

Authority

- Capital Projects Advisory Review Board is set up to advise on efficiency and accountability of public works contracting methods.

Prioritization Criteria

- New Construction;
- Design;
- Renovation; and
- "Acquisition of long-term assets."

Budget submittal requirements for three kinds of capital projects:

- Preservation projects
- Programmatic projects
- Grant projects

Approval Criteria

- All agencies submit request to OFM using Capital Budget System
- OFM has published Capital Plan Instructions. Instructions are based on various statutory requirements.

Life Cycle Costs

- Not Considered. OFM runs an economic model to "determine" whether a facility should be leased or owned.

FUNDING

Capital Construction (CC)

- Agencies are statutory required to submit a ten year plan for proposed capital spending. The plan also includes major leases above $20,000 to be included. Agencies are required to prioritize each capital project and inter into Capital Budgeting System (CBS). The CBS serves as a tool for budget development and electronic budget submittal.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- Agencies are recommended to conduct formal facility assessments or audits to provide a framework for developing a long-term plan to meet their deferred facility and infrastructure needs.
- Agencies are required to develop prioritization process that reflects their needs.
- Agencies are also required to provide deferred maintenance backlog reduction plans.
- Similar funding source as of other capital projects. Requires demonstration of reduction in agency's need for deferred maintenance.

Source(s)

- Capital projects are usually funded by sources specifically set aside for capital purposes, such as proceeds of bond sales, long-term financing contracts, and other dedicated revenues. Long-term financing by law is allowed only for certain types of capital expenditures.
- Controlled maintenance funding sources are similar to those of (other) capital projects. It is required that agencies demonstrate a reduction in need for deferred maintenance.

Public-Private Partnerships

- P3 program allows projects to be funded by using certificates of participation (COP) and lease purchase or lease development.
- Alternative financing under IRS 63-20 have funded projects

PLANNING

What planning is mandated?

- 2006 MP recognized the need to prepare long-range facility / space planning by state agencies. MP also encouraged co-location and consolidation of state facilities.
    - Capitol Complex Master Plan is reviewed every 2 years with biennial budgeting.
    - Design guidelines for the Capitol Complex recommended by the 2006 MP
- A requirement for a State-wide Six-Year Facilities Master Plan was enacted in 2007 and is prepared every 2 years by the Office of Financial Management (OFM) in coordination with DES. The 2013-19 Six-Year Facilities Plan supports three statewide goals. These goals include leasing and owned facilities that:
    - Provide space that supports the business needs of state agencies.
    - Provide space that is healthy, safe, and sustainable.
    - Use the state's facilities efficiently.
    - Use the state's fund sources effectively.
    - http://www.ofm.wa.gov/budget/facilities/sixyearplan.asp. The development of this six-year facilities plan is directed by RCW 43.82.055.
    - RCW 43.82.150 requires an annual inventory of state-owned and lease facilities. This report is commonly referred to as the Facilities Inventory System (FIS).
- Agencies are recommended to conduct formal facility assessments or audits to provide a framework for developing a long-term plan to meet their deferred facility and infrastructure needs.
- When OFM begins the new biennium planning, it meets with agencies to determine facility needs.

LEASE MANAGEMENT

- Development of Preferred Development Areas (PDA's) closer to medium to high density location well served by public transportation and location of lease facilities within Preferred Leasing Areas (PLA's) recommended by the 2006 MP
- Cost of ownership, life-cycle cost and other economic models to evaluate whether to own or lease space to meet the state's projected business and operational needs (2006 Master Plan)
- Burden of financial responsibility for the State's owned and leased facilities rests equitably on those who benefit:
    - The cost of state-owned building operations has historically been funded with the facilities and services charge. The Facilities and Services charge is "extracted" form agencies' budgets by OFM. It funds a variety of operating funds—public and historic buildings, Capitol Campus building operations, debt service on Capitol Campus, parking operations, as well as part of Real estate Services activities related to renewal of leases.
    - The financing of capital repairs to state-owned space has been done with the capital project surcharge since 1995 plus Minor Repairs Fund or specific capital requests if over $2M
    - The acquisition of parking has generally been by bond issue on campus.

BILLING

(Not Information Found) How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☐ Other: If so, how much?:

SPACE PROJECTIONS/UTILIZATIONS

☒Space Standards – Uniform Standard

- Space Use Study was developed in 2000 to determine functional priorities of space use for seven buildings within the Capitol Complex.
- GA's Space Allocation Standards Policy (and supporting Manual), effective December 29, 2009, establishes size standards and guidelines to be used in assigning space to state agencies and promote employee productivity and the functional, equitable, efficient, and flexible use of space.
    - 215 RSF Target / 290 RSF Actual (Source: 2009 Space Allocation Standard Manual, page 4)
    - For the purpose of estimating the Rentable square footage a factor of 40% internal circulation and 10% non-assignable external common are added to the estimate. Current research by the State is changing this.
    - Extensive studies related to space standards conducted by the DES since 2010 In 2010, we discussed major revisions to the Manual based on research we had done, and even lowering the standard and using "workstation" vs. FTE. (see http://des.wa.gov/about/FormsPubs/Pages/Publications.aspx#real_estate –space allocation standards reports)
- 326 SF (Low Occupancy Facility) to 221 SF (High Occupancy Facility) per FTE

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☐ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- 2006 Master Plan recommended that the state shall utilize high-performance standards in the design, construction and major rehabilitation of facilities that are larger than 5,000 gross square feet (GSF) in size, whether owned or leased, and that the state plans to occupy for ten years or more.
- Chapter 39.35D RCW requires major facility projects funded in the capital budget or projects paid for through financing contracts to be certified to at least the LEED Silver standard. This applies to public agencies that enter into the design phase or the grant application process after July 24, 2005. Enterprise Services is responsible for developing

and issuing guidelines for green building by public agencies in Washington. The department is also charged recommending improvements to the overall process.

- A number of Executive Orders require energy efficiencies in owned and leased facilities over 10,000 SF.

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Wisconsin

FAST FACTS

State Population: 5.7 Million (US Census 2010)
Capitol City Population: Madison, 233,209 (US Census 2010)

FACILITIES MANAGEMENT ORGANIZATION - Centralized[1]

Brief Description of Department Structure:

- **Division of State Facilities** is divided into two Functional Units (as of July 1, 2012): Division's focus is state-wide.
  - **Division of Facilities Development (DFD)**
    - Bureau of Capital Budget & Construction Administration (Formerly Bureau of Portfolio and Operation Management)
    - Bureau of Architecture & Engineering
  - **Division of Facilities Management (DFM)**
    - Bureau of Building Management (Formerly Bureau of Facilities Management)
    - Bureau of Space Management and Occupancy (New Bureau)

- **State of Wisconsin Building Commission**
  In accordance with Building Commission policy, the Commission is subdivided into two subcommittees: Higher Education Subcommittee and an Administrative Affairs Subcommittee.
  - **The Higher Education Subcommittee** is responsible for reviewing building program requests of the University of Wisconsin System.
  - **The Administrative Affairs Subcommittee** is responsible for reviewing building program requests of all other state agencies.

Primary Objectives/Functions:

Division of Facilities Development

- Division of Facilities Management and its subordinate agencies oversee all aspects of planning, facility management and capital investment for the State's real estate portfolio, but require Wisconsin Building Commission approval for all projects greater than $185,000.
- Bureau of Capital Budget & Construction Administration (Formerly Bureau of Portfolio and Operation Management)
  Ownership, occupancy solutions and administration for real estate assets:
  Manage State's Capital Budget and Building Commission activities, State's owned and leased real estate portfolio, and office space. Provide division-wide administrative services including: operating budget, contract management, accounts payable/receivable, technology, performance management, central call center, communications, and business process improvement.
  - 508 leases covering 3.2 million SF
  - $56 million in annual rent payments
  - Manage 6.5 million SF of space while
  - maintaining under 5% vacancy rate
  - 2,861 operational payments annually
  - 780 construction and A/E contracts per year
  - 5,186 construction project payments annually valuing $383 million
  - 7,200 service requests at central Call Center
- Bureau of Architecture & Engineering

[1] State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

Build, remodel and enhance statewide portfolio properties:
Plan, manage and provide technical advice for construction projects and administer state building program. Provide commissioning, sustainability, quality control, building engineering services and energy conservation planning, fuel procurement. Manage and direct the Conserve WI Initiative.

- Design and construction for 6,200 buildings with replacement value in excess of $9.5 billion
- 77.25 million SF of Bldg Space
- 1,800 new projects each year
- 2,200 active projects valued over $2 billion

Division of Facilities Management

- Bureau of Building Management (Formerly Bureau of Facilities Management)
  Manage and maintain our real estate assets:
  Assists tenants, customers, and vendors in state facilities by providing building management, custodial services, craftwork, heating and power plant operations, energy conservation, LEED EB, sustainability and emergency planning.
  - Operate, Manage and Maintain 31 State-owned buildings in 7 cities (Madison, Milwaukee, Waukesha, Green Bay, WI Rapids, Eau Claire, La Crosse)
  - 8,800 work order requests per year
  - Snow removal of 70,000 lineal feet of sidewalk and 510,000 sq. yards of parking
- Bureau of Space Management and Occupancy (New Bureau)
  - Lease Administration
  - Space and Project Management
  - Administrative Support

  (Sources: Division of State Facilities, page 1 + Reorganization News_DFM+DFD_2012, pages 1-3)
- The State of Wisconsin Building Commission was created by Chapter 563, Laws of 1949 to oversee the planning, improvement, major maintenance and renovation of state facilities. In 1969, following a constitutional amendment that allowed the state to directly issue debt, the powers and responsibilities of the Commission were enlarged to include the supervision of all matters relating to the contracting of public debt.
  - Two subcommittees: The Higher Education Subcommittee and The Administrative Affairs Subcommittee
  - Staff: The Division of State Facilities in the Department of Administration provides technical and administrative staff support.
    (Source: Introduction to the State of Wisconsin Building Commission, page 1)

Statues/Enabling Legislations:

- The legislature finds and determines that it is necessary to improve the adequacy of the public building facilities that are required by the various state agencies including the educational institutions, for the proper performance of their duties and functions, and that it is in the interest of economy, efficiency and the public welfare that such improvement be accomplished by means of a long–range public building program, with funds to be provided by successive legislatures. The long–range program shall include the necessary lands, new buildings, and all facilities and equipment required and also the remodeling, reconstruction, maintenance and re-equipping of existing buildings and facilities, as determined by the building commission. (Wis. Stat. 13.48 (1))
- The membership, powers, duties and responsibilities of the Building Commission shall be implemented as provided in the Statutes, primarily in Sections 13.48, and 20.924 and Chapter 18, Wisconsin Statutes.
- As required under Wis.Stat.13.48 (7), the Building Commission's recommendations are forwarded to the legislature's Joint Committee on Finance by the first Tuesday in April. The Joint Committee on Finance reviews and may modify the recommendations of the Building Commission. Once the Committee completes its review process, it incorporates the Capital Budget into the biennial state budget. The Joint Committee does this by including its proposed State Building Program in the Committee's amendment to the executive budget bill.

Areas of Exclusion (Agencies not under purview) – No Information Available

FACILITIES DEPARTMENT OPERATION/CONFIGURATION

Number of Employees in Facilities Department (Full Time + Temp/Contract)

- Division of State Facilities: FTEs 252.53
  - Division of Facilities Development: FTEs 97.25
  - Division of Facilities Management: FTEs 155.28

STATEWIDE

Leased Space: Not Available
Owned Space: 75.7 Million SF, over 60% are held by the University of Wisconsin System.

CAPITOL COMPLEX (No Information Available)

Significant Renovation or New Construction:

- The restoration of the Wisconsin State Capitol occurred in five distinct phases between 1990 and 2002.

Leased Space: No Information Found
Owned Space: 450,000 GSF
Non-profits and other relevant organizations for the Capitol

- No Information Found

PRIORITIZATION PROCESS

Authority

- State of Wisconsin Building Commission – Administrative Affairs Committee
- All agencies submit requests to the Building Commission

Prioritization Criteria

- Capital Improvement projects are prioritized per the determination of the State Building Commission.
- Land purchase, New Construction, major repairs/renovations and major maintenance

Approval Criteria

- Per the State of Wisconsin Building Commission Policy and Procedure, 2011:
  - General Approval Criteria
    - Long-range Plan is reviewed by Building Commission
    - Location of State Office Facilities (Centralizing)
    - Life-Cycle Costing [per Wisconsin Stats. 13.48(2)(i)]
    - Eliminate the use of Ozone Depleting Substances
  - Major Project Approval (exceeding $760,000):
    - Building Commission prior approval need for Advanced Planning with Building Trust Funds
    - Design Reports submission to the Building Commission when may approve the project for construction
    - Significant Project Changes require prior approval by the Building Commission
  - Minor Project Approval ($185,000-$760,000):
    - Need Building Commission approval regardless of funding source.
  - Project approval and Construction Process:
    - Legislative Approval
    - Commission authorization for planning
    - Commission approves Design Report (35%)
    - DSF oversees construction
    - Commission approves additional funds, if needed
    - At "Substantial Completion" building transferred to agency

Life Cycle Costs

- Life-cycle costing evaluation shall include the following factors:

- Life span based on the program life, the economic or useful life of the entire building or the useful life of the building systems and components;
- Initial cost of a building system and components, and salvage value remaining at the end of the life cycle;
- Energy use, maintenance, staffing, transportation, warehousing, distribution, and other owning and operating costs which are appropriate for the alternative being considered;
- A discount rate which reflects the earning power of money and the loss of purchasing power due to inflation; and
- A bond rate, which reflects the cost of tax supported general obligation bonds.

FUNDING

Capital Construction (CC)

- A majority of the state building projects are funded through the sale of bonds. Although all General Obligation (GO) bonds are backed by the full faith and credit of the state, the debt service associated with the bonds can be paid from a variety of sources, including general purpose revenues (GPR), program revenues (PR) and segregated fund revenues (SEG). The following table summarizes the source of funding for projects approved in the 2009-11 Capital Budget:

New General Obligation (GO) bond authority:	
o General Fund Supported Bonding (GFSB)	$363,761,500
o GFSB (Not available after June 1, 2003)	$149,870,600
o Program Revenue Supported Borrowing	$633,764,600
o Segregated Fund Supported Borrowing	$7,978,300
Subtotal New GO Bonding	**$1,155,375,000**
o Revenue bond authority	$6,981,100
o Existing GO authority(includes Stewardship)	$41,839,700
o Gifts and Grants	$190,636,000
o Agency Funds	$20,653,500
o Federal Funds	$89,448,400
TOTAL	**$1,504,933,700**

- The Building Commission's recommendations are forwarded to the Legislature's Joint Committee on Finance.

Controlled Maintenance (CM), Operations and/or Deferred Maintenance

- "Facility inventories conducted by [Department of Facilities Management] and long-range facility plans suggest an estimated backlog of maintenance needs in state facilities totaling approximately $1.2 billion."
- Included in capital budget request if estimated cost is greater than $500,000.
- Maintenance projects are not specified prior to Building Commission approval since the priorities for maintenance projects are more subject to change than are those for enumerated projects.

Source(s): See Above

Public-Private Partnerships

- No Information Found

PLANNING

What planning is mandated?

- The State of Wisconsin Building Commission is charged with development and implementation of biennial Capital Budget and long-range building program. Last effort prepared for 2013-2015, although no document found.
- Six–year Facilities plan by agencies are updated every two years.
- No specific Capitol Complex planning efforts found.
- Per implementation of the approved State Building Program Diagram – Agencies with the assistance of the DSF staff, translate agency needs into specific building projects.

LEASE MANAGEMENT

No Information Found

BILLING

How are tenants charged?

☐ Separate Locations ☐Blended Rate of All Assets *(e.g. Rate per RSF)* ☐Other:

Are tenants charged separately for?

☐ Maintenance If so, how much?:
☐ Utility If so, how much?:
☒ Other: If so, how much?:

Craft Employees:

Bricklayer, Carpenter, Tile Setter	$52.00 per hour
Electrician, Plumber, Steamfitter	$57.00 per hour
Painter	$44.00 per hour

Non-Craft Employees:

Custodian, Facility Repair Worker, Laborer, Maint Mech	$35.00 per hour
Locksmith and Electronic or Network Cable Technician	$41.00 per hour

See a list of other services that are chargeable in Billable Services 2006.doc

SPACE PROJECTIONS/UTILIZATIONS

☒ Space Standards – Tiered Standard

- Space Allocation by Job Position Categories + Support Areas. See Guidelines.
  - Job Position Range:
    - Executive: 225 SF
    - Other Professional: 36 SF
  - Support Area Range:
    - 1000 SF – Large Training Room: 1000 SF
    - Print Area: 36 SF
- Open office approach a policy, no ratio

PLANNING FOR THE FUTURE

Are any of the following factors considered in planning and design of state facilities *(check all that apply):*

☒ Flexibility ☒Sustainability ☐ Collaboration
☐Technology ☐ Innovation ☐Other:

- As of 2009, the State of Wisconsin Building Commission has implemented a Sustainable Facilities Policy.
- Space Management Policy states the intended goal to "Maintain building flexibility and consistency to accommodate organizational change." (Source: Office Space and General Facility Design Standard 2011, p.5)

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Appendix 3 - Benchmarking

b) Comparative State Analysis

COLORADO STATE CAPITOL COMPLEX MASTER PLAN

Benchmarking Study - Abstract

Appendix – Comparative Analysis

Facilities Management Organization	1
Facilities Management Process	3
Space Standards	6
Lease Administration / Management	7
Funding	8

Facilities Management Organization

States	Management of State Facilities	State Facilities Commission / or Board / Agency	Entity or Entities Managing Facilities within Capitol Complex	Agency with Statutory Authority to oversee planning and development of Capitol or Capitol Complex	Notes
Arizona	Modified Decentralized	Arizona Department of Administration (ADOA) - **General Services Division (GSD)**	**Building and Planning Services Division** under GSD / ADOA	**Legislative Governmental Mall Commission** has authority to prepare Capitol Complex master plan.	Three separate state building systems (ADOA, ABOR, and AZDOT) exist. In addition, due to lease-purchase agreements 2010A & 2010B and increased private sector involvement in the provision of government services, ownership, and administrative responsibilities have become diffuse. Building and Planning Services division within GSD provides FM services for the state-wide real estate portfolio.
Iowa	Centralized	Department of Administrative Services (DAS) and **General Services Enterprise (GSE)**	**GSE** under DAS provides maintainace of all Capitol Complex buildings and grounds	**Capitol Planning Commission**	Iowa's Department of Administrative Services (DAS) manages and maintains only one-fifth of state-owned facilities (including Capitol complex) but develops five-year plans for capital construction and renovation of State real estate assets, the balance is comprised of Higher Education and Corrections. DAS is the first state government agency in the country to successfully implement entrepreneurial management as a business model. This model requires each enterprise to operate as a business within state government. These enterprises continually focus on customer satisfaction, streamlining operations, saving money, and resource use flexibility.
Kansas	Centralized	Department of Administration (DA) - **Office of Facilities and Property Management**	**DA** (Capitol area plaza authority attached to DA)	**DA (Capitol Complex) and Capitol Preservation Committee (Capitol)**	Kansas Department of Administration has statutory authority over the State's real estate portfolio and responsibility for the long-term planning of building space utilization for all state-owned or leased buildings and storage spaces.
Minnesota	Modified Centralized	Minnesota Department of Administration (MDA) - **Real Estate and Construction Services**	**Plant Management Division** of MDA oversses maintaince of Capitol Complex facilties (and State facilities)	**Capitol Area Architectural and Planning Board (Capitol Complex) and Minnesota State Capitol Preservation Commission (Capitol)**	Under the umbrella of the Minnesota Department of Administration, the Plant Management and Real Estate and Construction Services teams maintains, operates, and manages all State real estate assets and construction projects. The Capitol Area Architectural and Planning Board must develop a comprehensive use plan for the Capitol Complex. The Minnesota State Capitol Preservation Commission must develop a comprehensive plan for the restoration of the Capitol building and identify maintenance obligations and space requirements.
Oregon	Modified Decentralized	Department of Administrative Services (DAS) **- Enterprise Asset Management (EAM)**	**EAM**	**Legislative Administration Committee** (LAC) with advice from State Capitol Foundation (OSCF)	DAS has authority to procure space for all agencies. So leases are negotiated by EAM but administered by agencies. Transportation, Corrections, and Forestry have their own facilities staff. Capitol Planning Commission was abolished in 2005 by SB 90, but was re-established in 2009. DAS has established a State Facilities Planning Process Manual in 2012 that provides guidelines and policy framework to assist agencies articulate facility needs. Capital Projects Advisory Board provides review of long range plans, funding strategies, condition of facilities and supports DAS.
Texas	Modified Centralized	Texas Facilities Commission (TFC) and **Planning and Real Estate Management Division (PREM)**	**TFC and the State Preservation Board**	**TFC has mandate to provide Statewide Facilities Plan which includes Capitol Complex.**	The P3 Program under the Public and Private Facilities and Infrastructure Act, has redistributed the development of state-owned properties to private entities. The Texas Facilities Commission prepares a biennial Statewide Facility Master Plan which assesses and directs long-term asset management and development strategies for state-wide assets. TFC does not provide procurement.
Utah	Centralized	Department of Administrative Services - **Division of Facilities Construction and Management (DFCM)**	**State Capitol Preservation Board** (need to confirm if they have staff or if they subcontract this role)	**State Capitol Preservation Board**	The Division of Facilities and Construction Management have statutory authority over the allocation of appropriations for the State's real estate capital expenditures, asset portfolio, and responsibility for the annual maintenance of a five-year capital development plan.
Virginia	Centralized	**Department of General Services (DGS)** including **Division of Real Estate Services (DRES)**	**Bureau of Facilities Management (BFM) under DGS**	**DGS / BFM**	Virginia's Department of General Services' Division of Engineering and Buildings, is responsible for the operations, maintenance and technical services for all state-owned real estate assets. DRES was created in 2005 to consolidate statewide buying, selling and leasing of real estate services.
Washington	Centralized	**Department of Enterprise Services (DES)**	**State Capitol Committee (SCC) Capitol Campus Design Advisory Committee (CCDAC)**	**DES** with advise from SCC and CCDAC	DES created in mid-2011 to consolidate agencies. State-wide Six Year Facilities MP must be completed in coordination with the Office of Financial Management.
Wisconsin	Centralized	**State Building Commission** in association with Department of Administration - **Division of State Facilities (DSF)** (with Division of Facilities Development (DFD) and Division of Facilities Management (DFM))	**DSF**	**No agency with such mandate**	Division of Facilities Management and its subordinate agencies oversee all aspects of planning, facility management, and capital investment for the State's real estate portfolio, but requirse Wisconsin Building Commission approval for all projects greater than $150,000.

Definitions:

Centralized
State's management practices for real estate assets and leases are handled through a top-down arrangement in which a single agency, with a technical and specialized staff, has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the State's entire real estate portfolio including facility assets located within the Capitol Complex, and coordination with other agencies.

Decentralized
State's management practices for real estate assets and leases are handled through a fragmented arrangement in which multiple agencies have oversight for managing the maintenance, capital investment and administration of particular assets in the State's real estate portfolio including facility assets located within the Capitol Complex. No long-range planning of State assets is conducted.

Modified Centralized
State's management practices for real estate assets and leases are handled through a quasi top-down arrangement in which one agency has oversight over conducting long-term real estate planning and managing the maintenance, capital investment and administration of the state's entire real estate portfolio including facility assets located within the Capitol Complex, but must also share responsibility and/or decision-making with other entities comprised of technical and specialized staff.

Modified Decentralized
State's management practices for real estate assets and leases are handled through a fragmented arrangement in which multiple agencies have oversight for managing the maintenance, capital investment and administration of particular assets in the State's real estate portfolio including facility assets located within the Capitol Complex, but with significant direction from a central agency that ensures compliance with an overarching vision.

Notes:

State Facilities Commission / Board / Agency: Single entity managing statewide owned and leased facilities for most executive agencies including planning, design and construction activities, and maintainance of statewide facilities.

Facilities Management Process

Long Range Facilties Plans and Capitol Complex Master Plans

States	Statewide Plans	Capitol Complex Plans	Agency Master Plans are linked to Strategic Plans
Arizona	**ADOA Building System Capital Improvement Plan (CIP)**. ADOA is required to complete and annual building system inventory and capital improvement plan. ADOA receives building renewal and capital project requests from agencies.	Legislative Governmental Mall Commission (LGMC) has the statutory authoity of provide a comprehensive general plan for the development of governonmental mall. **Last plan was prepared in 1989 by LGMC.** The Arizona State Capitol Centennial 2010 Plan/2020 Vision (2012), was prepared by Arizona Chapter of AIA, ASU, and ASLA.	"...Governor's Office of Strategic Planning and Budgeting **(OSPB) annually publishes the Five-Year Strategic Plans of State Agencies** and the Master List of State Government Programs, which include each agency's three-year operational plans."
Iowa	**No comprehesive long-range statewide plan is prepared**. DAS prepares five-year infrastructure plans that include capital construction and renovation funding requests for all state agencies.	**Iowa State Capitol Complex Master Plan, 2010** (by Dept. General Services & Capitol Planning Commision). Capitol Planning Commission, in cooperation with the DAS, is required to submit an annual report with recommendations to the General Assembly in January.	**No linking of plans.**
Kansas	**No document found**. "Secretary of Administration shall require five-year building space utilization plans from all state agencies…"	No document found**.** Department of Administrative (DA) has authority to maintain the [Capitol Complex] plan in a current state at all times. DA is currently **preparing a new comprehensive Capitol Complex Master Plan.**	**No linking of plans.** In Governor's Budget Report each agency describes their respective Operations, Goals and Objectives, and Statutory History, in addition to stating their specific budgetary needs which includes capital projects.
Minnesota	**No statewide plan is prepared** (No document found.)	**The Report from the Capitol (2013), prepared by Capitol Preservation Commission focused on Capitol. In July 2009 an amendment to the 1998 Comprehensive Plan** for the Minnesota State Capitol Area (Capitol Area Architectural and Planning Board).	**Long term plans are linked to capital budget process** "[Minnesota Management and Budget] measures success by how well planning and daily business management systems, processes and information access meets state agencies', executive branch, legislative, and public needs...Budget Services also evaluates performance based on whether data is provided to decision makers in a timely manner."
Oregon	**No statewide plan is prepared** (No document found.)	**Oregon State Capitol Master Plan (2009)**, prepared by SRG Partnership. No interval prescribed. **Capitol Mall Area Plan 1992 prepared by Capitol Planning Commission.** No interval prescribed.	**No linking of plans.**
Texas	**Facilities Master Plan Report 2012** prepared by the Texas Facilities Commission. TFC required under Chapters 2165 and 2166 of the Texas Government Code to provide statewide biennial Facilities Master Plan report.	**TFC's Facilities Master Plan report (2012**) includes plan for Capitol Complex. Also, the State Preserveation Boad has done planning in 1989. Detailed Master Plan was envisioned in 2013 by TFC.	**State Agencies have direct input in the Facilities MP process.** RFIs are issued to each agency which they are required by law to respond.
Utah	**No document found.** Utah State Building Board is required to develop and maintain a five-year plan that includes a priority list of capital development with additional detail for projects with the first two years.	**No document found.** State Capitol Preservation Board is to prepare and submit "long range master plan for the capitol hill complex, capitol hill facilities, and capitol grounds annually."	**Each state agency required submit written request and make a presentation for the project requests.**
Virginia	**DGS or DRES do not prepare statewide plans.** CBRE was tasked to prepare initial state-wide plan in 2003.	**Virginia State Capitol Master Plan, 2005** (prepared by Wallace Roberts & Todd). Prepared every five years.	**No linking of plans.** State-wide real estate strategic planning outsourced to CBRE in 2003. Initial state-wide plan included review of agency mission and needs. DRES was formed in 2005. Since 2008 DRES works with agencies to prepare real estate strategic plans.
Washington	**2013-19 Six-Year Facilities Plan, 2013** prepared by the Office of Financial Management in collaboration with the Department of Enterprise Services. Prepared every 2 years.	**Master Plan for the Capitol of the State of Washington, 2006** prepared by General Administration. Prepared every 2 years with biennially budgeting.	Yes. **Per the Strategic Business Process Map (Dec 2010)** in **2011-2017 Six-Year Facilities Plan**, agencies are required to submit facility needs. The development of this six-year facilities plan is directed by RCW 43.82.055. An annual inventory of state-owned and leased facilities is required by RCW 43.82.150. This report is commonly referred to as the Facilities Inventory System (FIS).
Wisconsin	**Capitol Budget and long-range building program, 2013-2015** prepared by State of Wisconsin Building Commission. Prepared biennially. No document found. Six-year Facilities Agency Facilities Plan submission	**No document found.**	**Per Implementation of the approved State Building Program Diagram** - Agencies with the assistance of DSF staff, translate agency needs into specific building projects.

Facilities Management Process

How are the Controlled Maintenance and Capital Improvement Processes Managed?

States	Process of Calculating Building Renewal Budget	Dedicated Revenue Source for Renewal	Priotization Process	Including Budget for CM in the Capital Budget Request	Comprehesive Facilities Assessment of Statewide and Capitol Complex Facilities
Arizona	Building renewal was redefined in 2011 to include major activities that involve the repair or reworking of a building and the supporting infrastructure that will result in maintaining a building's expected useful life. **Building renewal is prioritized over routine maintainance**. ADOA determines the building renewal funding for its inventoried structures **using the Sherman-Dergis Formula developed in 1981** at the University of Michigan.	FY 2014 includes **3 agencies with dedicated building renewal funds sources** and 20 agencies without dedicated building renewal funds sources	**ADOA prioritizes and makes CIP recommendations** in the following order: (1) fire and life safety; (2) mission-critical to existing programs and services; and (3) preservation of State assets.	**No**	**ADOA inspects structures and reports their status to the Governor's Office and to the Legislature** once every four fiscal years. ADOA General Services Division, Building and Planning Services section reports on the condition, maintenance, and utilization of buildings inspected during the prior fiscal year on an approximate schedule of 50% of buildings within the first two years and 50% of buildings in the following two years of the four-year cycle pursuant to A.R.S. § 41-793.
Iowa	**Funds are allocated on a gross square foot basis per agency**, based upon the square footages of buildings contained in the Inventory and Assessment Database. Process of caluculating building renewal budget is reviewed by the Vertical Infrastructure Committee.	**No**	**All projects are consolidated and prioritized into a ranked order by the Department of Administrative Services**, General Services Enterprise with following criteria: - Total funds available for major maintenance projects, - Vertical Infrastructure Advisory Committee Priorities, - Project classification, - Citations from the State Fire Marshal and other code enforcement agencies, - Possibility of other funding sources for specific projects, including eligibility for separate "capital project" funding, and Enterprise-wide needs of the State.	**No**	**The Vertical Infrastructure Program** (created in 1999) and the **Vertical Infrastructure Advisory Committee** (recently disbanded by executive order) worked collaboratively with agencies supported by the Department of Administrative Services to identify building maintenance projects and establish priorities on an enterprise-wide basis. **While the Committee has been disbanded, the program continues to capture facility information regarding areas and is maintained in the Vertical Infrastructure Inventory and Assessment Database.**
Kansas	**Based on actual need.** Agencies submit budgets to the Joint Committee on State Building Construction for review as per the five-year facility plans.	**No**	**No prioritization process.** The State gives **priority to maintaining its existing facilities** before considering new construction.	**No**	**Agencies prepare a five-year facilities plan.**
Minnesota	**Based on actural need.** Comprehesive process to evaluate and priotize need. Agencies submit budget requests to Minnesota Management and Budget (MMB).	**No**	**Minnesota Department of Administrative (MDA) evaluates previous capital proposals, the state Facilities Condition Audit and other materials, and assess agencies' capital needs.** MDA also reviews agency CAPRA request with affected agencies. Projects are ranked based on the following priorities: - CCLRT (Central Corridor Light Rail Transit)– Work that must be undertaken as part of the LRT Project - Facilities with significant life/safety and/or code issues - Facilities with a compelling need for repairs or maintenance - Projects that offer long-term economic advantages for the state of Minnesota - Requests that help realize the Admin's mission of helping its customer succeed	**Yes**	**No. A one time State Facility Condition Audit was preprared**. Individual buildings had facility condition assessments prepared (State Office Building by VFA in 2011)
Oregon	Based on actual need. Executive Order 10-11 required DAS to develop a comprehensive plan for implementing long term planning, facility assessment, and deferred maintaince plan.	No	**Capital Projects Advisory Board (CPAB) evaluates capital project proposals for all state agencies except the State's higher education system.** CPAB prioritizes capital projects and major leases with the following criteria: - The requesting agency's mission and existing long-range facilities plans - The current use of existing building space and the proposed use of building space - The condition of both the occupied and unoccupied spaces - Requesting agency's plan for asset protection, including repair, maintenance, and operations - The ability of the requesting agency to operate and maintain all its facilities	**Yes**	**The Central Facilities Planning Committee** is a group of Agency Facility Managers who meet regularly to represent agencies' interest in developing **the statewide facility inventory**, space needs planning, maintenance planning, and the review process for capital projects. **Agencies prepare six-year facility plans with CPAB guidelines.**
Texas	**Texas Facilities Commission (TFC) uses Facility Conditions Index (FCI)**, to represent the physical condition of a facility and is expressed as the ratio of repair costs to replacement value of the facility; the higher the FCI, the poorer the condition of the facility.	**No**	**TFC uses FCI to manage current conditions and future needs are continually defined, monitored, and addressed by the program**, with the highest priorities identified and presented to the legislature for funding.	**No**	In 2006, **TFC performed a comprehensive facility condition assessment** that identified an extensive backlog of repairs and renovations for all state-owned office buildings maintained by the agency.
Utah	**Capital Improvement Program** budget must be **equal to 1.1 percent of replacement value of existing buildings** (National studies suggest higher levels of funding—in the range of 2-4 percent of the replacement value)	**Yes**	"Priority should be given to the maintenance of the existing buildings over the development of new buildings – delayed maintenance results in more costly repairs"	**Criteria to include CM monies in the Capital Budget request**	"**The [Facility Condition Analysis] program** is a tool used by DFCM [Division of Facilities Construction and Management] to project capital cost on all State-owned facilities older than five years. This is primarily done by architects and engineers within the ISES Corporation. All the information along with photos, drawings, descriptions, and summaries is then put into a master database created by the ISES Corporation."
Virginia	**" DPB [Department of Planning and Budgets], SCHEV [State Council of Higher Education for Virginia], DGS, House Appropriations Committee, Senate Finance Committee, and other groups use the data in FICAS to evaluate capital project and maintenance reserve requests.** If an agency or institution does not have up to date information in FICAS, its subsequent funding for projects could be impacted."	**No**	**Agencies prioritize through FICAS. DPB allocates budgets.**	Included as a separate capital project for maintenance	**"The Facility Inventory Condition and Assessment System (FICAS)** is a centralized database with building condition assessment information that provides agencies, the Governor, and General Assembly with an effective capital planning tool." A list of maintainance reserve projects is prepared **for the six-year plan by the DGS** and submitted to the Department of Planning and Budget for capital projects and maintenance reserve budgetary purposes.
Washington			**Agencies are required to develop prioritization process that reflect agency needs**. Agencies are also required to provide a deferred maintenance backlog reduction plan.		Agencies are recommended to conduct formal facility assessments or audits to provide a framework for developing a long-term plan to meet their deferred facility and infrastructure needs.
Wisconsin	No information found	No information found	Per the **determination of the State Building Commission**	If estimated cost is greater than $500,000	"Facility inventories conducted by [Department of Facilities Management] and long-range facility plans suggest an estimated backlog of maintenance needs in state facilities totaling approximately $1.2 billion."

Facilities Management Process

What is the Process for Capital Budget Requests and Monitoring Approved Projects?

	Who Prioritizes (State Capital Budget Board or any other)	Criteria for Capital Project Review	Who initiates capital budget requests (all agencies or single agency)	Criteria to approve Capital Projects (Statewide and/or within Capitol Complex)	Policies / Criteria to Monitor Approved Capital Projects	Capital Budget requests provide Life Cycle Costs
Arizona	A.R.S. § 41-1252 directs the **Joint Committee on Capital Review (JCCR)** shall review the expenditure of all monies appropriated for land, buildings, and improvements - "capital outlay"	ADOA uses priorities to fund both new construciton and major building renewal projects in the following order. 1. Fire and Life Safety; 2. Building Shell; 3. Building Services; 4. Infrastructure; 5. Addition, Renovations and New Construction; and 6. Demolition.	**ADOA (single agency)**	"Arizona Revised Statutes require that the ADOA Building System Plan (Capital Improvement Plan) include ... an explanation on the need for each acquisition or project, the effect of the recommended acquisition or capital project on the future operating expenses of this State, recommendations as to the priority of recommended acquisitions or capital projects, and the means of financing those acquisitions or project."	**No**	Arizona uses a building renewal formula that is based on the buildings value, age, and replacement cost.
Iowa	**Joint Committee on State Building Construction**	Construction, renovation, or improvement of buildings or grounds exceeding $50,000.	**All agencies submit five-year facilities plan.**	Capitol Planning Commission develops a Capitol Complex Master Plan that provides **guiding principles to approve and fund capital projects** within the Capitol Complex.	**No**	**No**
Kansas	Capital projects are reviewed by the **Division of the Budget for development of the Governor's recommendations and by Joint Committee on State Building Construction.** Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission.	The State gives priority to maintaining its existing facilities before considering new construction. Other criteria for assessing the priority of capital projects include safety for state employees and visitors, compliance with prevailing building codes, modifications to enhance accessibility for the disabled, physical modifications caused by program changes, and cost effectiveness.	**All agencies submit five-year facilities plan.**	"Agencies requesting expenditure authority for capital projects submit a five-year facilities plan ... consisting of the forthcoming fiscal year and the following four years. Capital projects are reviewed by the Division of the Budget for development of the Governor's recommendations. They are also reviewed by the Fiscal Section of the Kansas Legislative Research Department as staff to the Joint Committee on State Building Construction as well as the 'Appropriation' committees of the Kansas House and Senate. In addition, the Office of Facilities and Property Management in the Department of Administration provides technical support to the State Building Advisory Commission, an Executive Branch body responsible for reviewing the cost estimates and technical aspects of projects."	**No**	**No**
Minnesota	**Minnesota Management and Budget (MMB)**	Land purchase, pre-design, design, demolition, and substantial renovations/repairs, and "other improvements or acquisitions of tangible fixed assets of a capital nature." Pre-design review by the MDA and review of the design, program plan, and cost estimates by the Legislative Committee Chairs.	**Agencies are expected to submit long-term plans for capital budget requests to MMB.**	**A comprehensive checklist** (See State of Minnesota Capital Grants Manual, 2012 for the full list) is required to be submitted for Capital Project funding requests, but only the following three questions must be answered in the affirmative for approval: (1) Are the programs and services to be provided by the project consistent with the public purpose expressed in the state appropriation or statutes? (2) If the project is financed by state general obligation bonds or if the project is financed with general fund cash that is appropriated to a specific public entity, will the public entity that will receive the grant possess a qualifying ownership interest in the capital project? A "qualifying ownership interest" means fee ownership or a long-term noncancellable lease or easement covering at least 125% of the useful life of the project. (3) Will expenditures for the portion of the project paid by state funds constitute qualified capital costs (this only applies to general obligation bond appropriations)?	Minn. Stat. Sec. 16A.695, subd. 5, requires that "Recipients of grants from money appropriated from the bond proceeds fund **must demonstrate** to the Commissioner of the agency making the grant that the recipient has the **ability and a plan to fund the program intended for the facility."**	**Minnesota Management & Budget expects agencies to identify, for each capital request, the project's impact on the agency's operating budget over the next six years.** Statutory requirements for Project Pre-design, Design requirements, Space Utlization guidelines, high performance building goals and strategies, and sustainable building guidelines.
Oregon	**Capital Projects Advisory Board**	"(A) Long-range facility plans that agencies submit to DAS [Department of Administrative Services]. (B)The condition of facilities, maintenance schedules, and options for new facilities (This applies to existing and proposed facilities within the class called major construction or acquisition in the Governor's budget). (C)Agency plans to lease facilities of 10,000 square feet or larger for ten years or more. (D)Agency plans to build or buy a building of 10,000 or more square feet. "		Per State Statue Title 26 Public Facilities, Contracting, and Insurance (2011 Edition). Chapter 276.226 (d) Review Process may include an examination of the following: (A) The effectiveness of asset protection, including maintenance, repair, and other activities; (B) The effectiveness of space utilization, including an inventory of existing occupied and unoccupied building space; (C) The advisability of lease, purchase, or other funding strategies; (D) The condition of existing occupied and unoccupied building space; (E) Appropriate technology; (F) The agency's mission and long-range facilities plans; and (G) For new facilities, expansions, and additions, the ability of the agency to maintain and operate all of the agency's facilities in a cost-effective manner.	No	No
Texas	**TFC** prioritizes capital projects using Facility Conditions Index (FCI). Senate Bill 1048 also created the **Partnership Advisory Commission,** a legislative advisory commission to advise governmental entities on qualifying P3 (Public Private Partnership) projects.	Land purchase, new construction, and major repairs/renovations	**TFC** (Agency input is received during the Facility Master Plan preparation)	Uses Facility Condition Index (FCI) a ratio of repair cost to replacement value, FCI = Repair Costs / Replacement Value	**Facilities Design and Construction Program**	No information found.
Utah	**Utah State Building Board.** State funded requests are prioritized by the Building Board and recommended to the legislature in the Five-Year Building Program.	Capital Improvement Projects are defined as: - a new facility with a construction cost of $500,000 or more; - a remodeling, site, or utility project with a total cost of $2,500,000 or more; or - a purchase of real property where an appropriation is requested to fund the purchase.	**Division Facilities Construciton and Management (DFCM) submits priority projects to Building Board** (80%) based on Condition Assessment reports. 20% of projects come directly from agencies.	Weighted Criteria (See Building Board - **Capital Development Request Evaluation Guide, 2004**) - Address life safety and other deficiencies in existing assets through renewal and replacement - Address essential program growth requirements - Cost effective solution - Improve program effectiveness and/or capacity - Provide facilities necessary to support critical State programs and initiatives - Take advantage of alternative funding opportunities for needed facilities Projects classified as "Other Funds Projects" (funded entirely by restricted State funds) are not prioritized but are evaluated by the Board whether to be recommended for approval by the Legislature.	No	**Guiding Principle** - State should not develop new buildings that can not be maintained. Overall, approximately 80% of the capital improvement project requests should come from the **highest priority projects listed in DFCM's Condition Assessment reports.** The balance of the projects requests (20%) may come from needs identified by agencies and institutions.
Virginia	**DGS-Bureau of Capital Outlay Management and Department of Planning and Budget (DPB)**	Real property purchases, improvements, and new construction greater than $250,000 in value submitted to DGS.	**All agencies submit request** in FICAS for existing buildings and through budgeting process to DPB	Capital Budget Request 2010-2016 from DGS follows strategic plan and supports the Virginia State Capitol Master Plan endorsed by Governor Mark Warner on February 3, 2005.	No	No
Washington	**Office of Financial Management (OFM)** Capital Projects Advisory Review Board is set up to advise on effeciency and accountability of public works contracting methods.	New construction, design, renovation, and "acquisition of long-term assets." Budget submittal requirements for three kinds of capital projects: Preservation projects, programmatic projects, and grant projects.	**All agencies submit request to OFM** using Capital Budgeting System	OFM has published Capital Plan Instructions. Instructions are based on various statutory requirements.	Project Review Committee to review and approve GC/CM and Design-Build public works projects. **Capital budget requests are required to include operating budget impacts**. **Once budgets are approved, OFM monitors** state agency activities for conformance with executive and legislative intent.	No
Wisconsin	**State of Wisconsin Building Commission - Administrative Affairs Subcommittee**	Land purchase, new construction, major repairs/renovations, and major maintenance.	**All agencies submit request to the Building Commission**	Per State of **Wisconsin Building Commission Policy and Procedures, 2011.** **GENERAL CRITERIA:** - Long-range Plan in reviewed by Building Commission - Location of State Office Facilities (Centralizing) - Life-Cycle Costing [per Wisconsin Stats. 13.48(2)(i)] - Eliminate the use of Ozone Depleting Substances **MAJOR PROJECT APPROVAL (exceeding $760,000):** - Building Commission prior approval need for Advanced Planning with Building Trust Funds - Design Reports submission to the Building Commission when may approve the project for construction - Significant Project Changes require prior approval by the Building Commission **MINOR PROJECT APPROVAL ($185,000-$760,000):** - Need Building Commission approval regardless of funding source.	**Project Approval and Contruction Process** - Legislative Approval - Commission authorization for planning - Commission approves Design Report (35%) - Division of State Facilities (DSF) oversees construction - Commission approves additional funds, if needed - At "Substantial Completion" building transferred to agency	**Life-cycle costing evaluation** shall include the following factors: - Life span based on the program life, the economic or useful life of the entire building, or the useful life of building systems and components; - Initial cost of a building system and components, and salvage value remaining at the end of the life cycle; - Energy use, maintenance, staffing, transportation, warehousing, distribution, and other owning and operating costs which are appropriate for the alternative being considered; - A discount rate which reflects the earning power of money and the loss of purchasing power due to inflation; and - A bond rate, which reflects the cost of tax supported general obligation bonds

Space Standards

What are the Space Standards and related Policies

	Space Standards Policy	Square Footage Range	Notes
Arizona	No Standard	None	-
Iowa	**Tiered Standard**	300 SF (Department Director) to 48 SF (Data Entry)	Guidelines per Category of Position
Kansas	**Tiered Standard**	300 SF (Cabinet level Secretary) to 50 SF (Data Entry)	Guidelines per job functions + work performed
Minnesota	**Standard Based Upon Need + Flexibility**	**175 SF (low support needs) to 230 SF (high support needs)**	Guidelines per "Resident" or "Mobile" employee
Oregon	**Standard Based Upon Position + Function**	Workstation *Maximums*: 280 SF (Director) to 50 SF (Data Entry) Support Areas *Maximums*: Dependent upon equipment and number of users	Guidelines per "the functional, efficient, and flexible use of space"
Texas	No Standard	None	-
Utah	No Standard	None	-
Virginia	**Uniform Standard**	**198 USF**	198 Useable Square Feet (USF) per Full Time Equivalent (FTE) head count.
Washington	**Uniform Standard**	326 SF (Low Occupancy Facility) to 221 SF (High Occupancy Facility) per FTE	Target 215/RSF (Actual 290/RSF) per FTE
Wisconsin	**Tiered Standard**	**Job Position: 225 SF (Executive) to 36 SF (Other Professional)** **Support Areas: 1000 SF (Large Training Room) to 36 SF (Print Area)**	Guidelines per Category of Position + Support Areas

Definitions:

Tiered Standard
Space is allocated mostly by virtue of position.

Standard Based Upon Position + Function
Allocation is based upon particular use and job function.

Standard Based Upon Need + Flexibility
Space is allocated by virtue of employee's need for a dedicated assigned workspace.

Uniform Standard
Allocation is based upon an singular average usable area per employee.

No Standard
No standard has been adopted.

Lease Administration / Management

What is the Process for Lease Administration / Management

	Leased Space in Downtown	Owned Space at Capitol Complex	Criteria for Leased Space	Notes
Arizona	1,675,476 GSF	40,000 GSF	No Information Found	Due to Lease-Purchase Agreements 2010A + 2010B, Arizona has sold almost all facilities in the Capitol Complex (except Arizona Capitol Museum) to a private investor.
Iowa	482,276 GSF	1,464,260 GSF	No Information Found	Stated goal of reducing leased space to approximately 15% of the total space inventory
Kansas	609,818 GSF	No Information Found	"As of February 4, 2011, an Energy Audit is required for EVERY LEASE and LEASE RENEWAL."	-
Minnesota	No Information Found	3,500,000 GSF	"…An agency or department head must consult with the chairs of the House Appropriations and Senate Finance Committees before entering into any agreement that would cause an agency's rental costs to increase by ten percent or more per square foot or would increase the number of square feet of office space rented by the agency by 25 percent or more in any fiscal year."	-
Oregon	No Information Found	363,375 GSF	"If the lease is for 10,000 square feet or more and for 10 years or more (including options to extend), the Office Space Request and Business Case must also be presented to the Capital Projects Advisory Board (CPAB)."	-
Texas	2,300,000 GSF	3,492,269 GSF	"Prior to making a recommendation to the Commission, an assessment of the proposed Lessor shall be performed to determine the relevant experience, financial condition, and history of bankruptcy, litigation and judgments involving the proposed Lessor, and, as appropriate, its owners, officers, directors, subsidiaries, affiliates, or predecessors that may be relevant indicators of proposed Lessor's ability to perform under the lease contract. The findings of this inquiry shall be maintained in the permanent lease file of the Commission."	-
Utah	No Information Found	No Information Found	"An agency requesting leased space must submit a request and justification statement to the Division of Facilities Construction and Management (DFCM) preferably at least six months before the required date of occupancy. A space utilization program should be prepared by the agency."	-
Virginia	**900,000 GSF**		"Section 2.2-1154 B of the Code of Virginia shall be considered when locations of leased facilities...The Department shall require...when siting state facilities and programs, to evaluate the feasibility of siting such facilities and programs in the Commonwealth's urban centers."	"Virginia Code §2.2-1149 provides that no state department, agency or institution shall acquire real property by gift, lease, purchase or any other means without following the guidelines adopted by the Department of General Services and obtaining the prior approval of the Governor."
Washington	4,100,000 GSF	No Information Found	"GA [General Administration] shall use the following characteristics **to determine if an area is eligible to be considered as a Preferred Leasing Area:** The proposed area meets the needs of the State; The appropriate city has shown its support in writing; Intercity Transit has shown its support in writing; The proposed area is situated within Central Business Districts or urban centers or areas appropriately and similarly zoned as identified in each city's Comprehensive Plan; The proposed area is fully developed with an effective street network and a pedestrian circulation system(s) directly adjacent to potential sites; The proposed area has infrastructure accessible to individuals with mobility challenges; The proposed area has high quality (regularly scheduled and frequent) public transit directly adjacent to potential sites and Intercity Transit has shown its support in writing; The proposed area is compatible with long term goals defined by the particular city's Comprehensive Plan; and The proposed area is contiguous within the boundaries of one city.	-
Wisconsin	No Information Found	450,000 GSF	No Information Found	-

Funding

What are the Sources of Funding?

	Funding for Capital Development Projects*	Funding for Controlled Maintenance	Public Private Partnerships	Notes
Arizona	**Major capital projects (land acquition and new construction) are funded from the Capital Outlay Stabilization Fund (COSF)**	**Major building renewal projects are funded from the Capital Outlay Stabilization Fund (COSF)** . Building renewal is defined as "…major activities that involve the repair or reworking of a building and the supporting infrastructure that will result in maintaining a building's expected useful life. Building renewal does not include new building additions, new infrastructure additions, landscaping and area beautification, routine PREVENTATIVE maintenance EXCEPT AS PROVIDED IN SECTION 41-793.01, SUBSECTION D, or demolition and removal of a building…."	Funding through use of lease purchase agreements by using the **Certificates of Participation**. Monies generated about $1 billion.	A.R.S § 41-792.01 establishes the Capital Outlay Stabilization Fund (COSF) and **allows ADOA to collect rents and tenant improvement charges from State agencies occupying State owned space**. The primary objectives of the COSF are to: (1) cover a majority of routine O & M costs of 52 ADOA-managed buildings, and (2) provide a source of building renewal (major maintenance) monies. COSF is geneated from agency rents. It is insufficient to cover O & M expenses of all ADOA system buildings. Lease purchase and legislative facilities are exempt.
Iowa	**General Fund**	Major Maintenance projects statewide are funded via **Rebuild Iowa Infrastructure Fund (RIIF), Tobacco Settlement Trust Fund (TSTF II), Revenue Bonds Capital Funds (RBCF and RBCF 2).** Routine Maintenance projects are carried via funding from RIIF.	None	**Capitol Complex maintainance projects are funded from RIIF.**
Kansas	Most projects are funded through direct appropriations in the **State General Fund, building funds, and special revenue funds.**	**General Fund**	None	-
Minnesota	**General Fund**	**General Obligation Bonds for asset preservation projects**. Use of **Capital Asset Preservation and Replacement Account (CAPRA)**, established under M.S. 16A.632, is a statewide fund centrally managed by Admin for use by all state agencies. CAPRA funds support emergency repairs and unanticipated hazardous material abatement needs for state agency facilities.	None	CAPRA funds support emergency repairs and unanticipated hazardous material abatement needs for state agency facilities. Use of general obligation bonding to support CAPRA.
Oregon	The primary revenue source for the acquisition or construction of any structure or group of structures, all land acquisitions, assessments, improvements or additions to an existing structure which is to be completed within a six-year period with an **aggregated cost of $1 million or more, and planning for proposed future Capital Construction projects is depreciation component of the uniform rent Department of Administrative Services (DAS) charges other state agencies.**	The **primary revenue source is the depreciation component of the uniform rent DAS charges other state agencies for remodeling and renovation projects that cost less than $1 million**.	None	-
Texas	**Interagency contracts funding** is obtained from funds received from other state agencies with whom the Commission has contracted for new construction or major renovation projects.	TFC uses general revenue funds to pay for utility costs (account for 39% of agency's general revenue budget); **General obligation bonds funding is usually requested by TFC to fund backlog of deferred maintainace projects** (major budget driver for the agency)	**P3 (Public Private Partnership) - Land monetization strategy** to consolidate leases to the Capitol Complex and at other under developed state-owned locations within Austin. Entitled the Public and Private Facilities and Infrastructure Act - the act was passed to encourage redevelopment of underdeveloped and underutilized state owned properties (to develop or operate qualifying projects to acquire, design, construct, improve, renovate, expand, equip, maintain, operate, implement, or install education facilities, technology and other public infrastructure, or government facilities that serve a public need and purpose)	-
Utah	**General Fund revenues and non state funded revenues** (including bonds, donations, restructed funds, federal funds, and other non-tax funding)	The **State's capital improvement program** is the main source of funding for addressing Capital Improvement needs. Dedicated revenue source. Capital improvements are defined in statute as remodeling, alteration, replacement, or repairs of less than $2.5 million or the construction of a new facility at less than $500,000.	None	State statute sets annual funding at 1.1 percent of the replacement value of state-owned buildings for the capital improvement program.
Virginia	General Fund / State Bonds	Central Capital Outlay serves as a capital maintenance, construction, and renovation 'holding account' to better manage state resources including general fund and nongeneral fund cash, tax-supported debt, and revenue bonds.	Public-Private Education Facilities and Infrastructure Act (PPEA) of 2002 (amended in 2008) is the legislative framework enabling departments, agencies, and institutions of the Commonwealth of Virginia, as well as local governments and certain other public bodies, to enter agreements authorizing private entities to develop and/or operate qualifying projects as defined in the Act. Projects are reviewed by the Public-Private Partnership Advisory Commission.	Budgetary process requires agencies to provide a Master Plan and Multi-year Capital Development Plan for a biennial budget capital outlay request to the General Assembly. Approval by the State Division of Engineering and Buildings is required before a project can proceed from one design stage to another.
Washington	Capital projects are usually funded by sources specifically set aside for capital purposes, such as proceeds of bond sales, long-term financing contracts, and other dedicated revenues. Long-term financing by law is allowed only for certain types of capital expenditures.	Similar funding source as of other capital projects. Requires demonstration of reduction in agency's need for deferred maintenance.	Allows projects to be funded by using certificates of participation (COP) and lease purchase or lease development etc.	Agencies are statutory required to submit a ten-year plan for proposed capital spending. The plan also includes major leases above 20,000 square feet to be included. Agencies are required to prioritize each capital project and enter into Capital Budgeting System (CBS). The CBS serves as a tool for budget development and electronic budget submittal.
Wisconsin	A majority of state building projects are funded through the sale of bonds.	Maintenance projects are not specified prior to Building Commission approval since the priorities for maintenance projects are more subject to change than are those for enumerated projects	None	The Building Commission's recommendations are forwarded to the Legislature's Joint Committee on Finance

Notes: * Capital Development Projects - Includes construction of new facilities or significant, long-term renewal improvements to existing facilities.