We all aspire to be the very best in everything that we do, and to be the standard bearer of our professions. The Smithsonian expects nothing less than excellence from us. This mutual expectation becomes more challenging in the present environment of tighter budgets and increased responsibilities. Therefore, we have the obligation to understand more completely the needs of the Institution, refine our support and streamline our delivery of services.

Embracing this obligation sparked the need to think and plan strategically and answer the fundamental question, “How can we do better?” Over 500 people were engaged and gave us their feedback. As a result, we are far more attuned to a shared concern over limited resources and the need for increased collaboration and partnership. We also heard a desire for more transparency in how we make decisions, greater clarity in the menu of services we offer and less complexity in our business processes.

We boiled this input down to the four essential goals. Don’t be deceived by the plan’s brevity; its conciseness belies the impact and energy beneath it. This is a strategic plan with a five year horizon that has both inspirational and actionable goals. The road map that is being created from this plan is dotted with tasks and milestones that are doable and worthwhile.

What we need are the right priorities and good tactics as we adjust and move forward. I ask you to embrace this strategic plan. Find yourself within it. Imagine how you might make it real. In the end, it comes down to you—your spirit, your ingenuity and your dedication that I know will make this plan a reality.

Office of Facilities Engineering and Operations ... first in, last out.

William W. Brubaker
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*ON THE COVER: A November sunrise over the Smithsonian Institution Castle. OPPOSITE PAGE: A full-scale model of a North Atlantic right whale hangs over visitors in the spectacular new Sant Ocean Hall at the National Museum of Natural History. ABOVE: Perimeter barriers, complimentary to the character of our buildings, are being constructed on the Mall as part of an SI-wide Anti-terrorism Program. This is an example of a new barrier wall at the National Museum of Natural History.*
This Strategic Plan for fiscal years 2009–2013 is constructed from the efforts of an employee working group and supported by the Office of Facilities Engineering and Operations’ (OFEO) senior management. The working group examined OFEO’s mission, values, and mandates, and considered external forces and emerging trends that could affect OFEO. They sought the input of employees from every department and pay grade within OFEO, while actively listening to clients across the Institution. They examined the documents that created OFEO and reviewed existing policies and current business practices. Synthesizing this data allowed them to identify OFEO’s strengths, weaknesses, opportunities and challenges leading to proposed goals, objectives and strategies.

This Strategic Plan embodies the results of those efforts to seek tangible improvements that will best prepare OFEO to rapidly meet the varied needs of its stakeholders throughout the Institution. This enlightening and highly inclusive process led to four crystal clear and actionable goals:

**One Smithsonian:** Facilities and Programs Partnered for Excellence

**Sparkling Facilities:** Impassioned Stewardship in Action

**Legendary Service:** Leading the Field with Best Practices

**An Empowered Organization:** One Team Driving Forward
OFEO Mission:
OFEO provides world-class services and stewardship by building, operating, maintaining and ensuring a safe, secure, healthy environment that enhances the Smithsonian experience.

OFEO Vision:
One Smithsonian:
- Facilities and programs in partnership
- Sparkling facilities and grounds

One OFEO:
- Legendary support to the Institution
- The best place to work
OFEV Values:

Smithsonian employees maintain the utmost standards of “honesty, integrity, and loyalty” while supporting the “increase and diffusion of knowledge.” As OFEO employees, we strive to accomplish our mission by putting forth our very BESt efforts as embodied in the values of:

- Balance
- Excellence
- Service
- Teamwork

Embracing BESt values means sustaining Balance between program needs and operational activities, while achieving Excellence through diligent stewardship and providing legendary Service to the Smithsonian Institution through dedicated and effective Teamwork.

We demonstrate our BESt values when we respect our workplace, our leaders, our customers and each other.
Objective: Improve access to OFEO staff and services

Strategies
- Align OFEO organization and functions to provide clear, consistent, and easier access by stakeholders
- Communicate to our stakeholders what we do and why we do it

Objective: Work together better

Strategies
- Take a proactive approach to partnering and teambuilding with stakeholders in all we do
- Strengthen collaboration within OFEO

Objective: Strengthen the foundation for revitalizing facilities infrastructure

Strategies
- Develop a comprehensive Smithsonian Institution (SI)-wide asset management plan that integrates all facilities and program priorities
- Wisely utilize our limited resources in collaboration with stakeholders

Objective: Lead safer and healthier lives

Strategies
- Create a culture that embraces and promotes zero injuries
- Provide professional services enabling a culture of health and wellness
- Ensure SI facilities and operations comply with environmental regulations and best practices
Objective: Provide the highest levels of facility care and security

Strategies

- Revitalize facilities and grounds to provide attractive and appealing spaces to meet program needs and public expectations
- Develop and enforce SI design criteria and standards to improve facilities efficiency, maintainability and sparkle
- Enhance our welcoming environment where visitors feel more comfortable and secure

Objective: Maintain and preserve historic resources

Strategies

- Protect historic materials and character utilizing best practices and national standards
- Maintain and preserve significant natural environmental and research areas to ensure their sustainability for the future

Objective: Strengthen financial resources and efficiencies

Strategies

- Build a funding plan that balances program needs and available resources
- Support SI in generating and responsibly managing Legacy and National Capital Campaign funds
- Ensure alignment of operational functions with strategic goals and budget

Objective: Go Green

Strategies

- Lead sustainability movement throughout the Smithsonian
- Obtain United States Green Building Council’s (USGBC), Leadership in Energy and Environmental Design (LEED) ratings for new construction and existing buildings
Goal 3
Legendary Service: Leading the Field with Best Practices

Objectives & Strategies

Objective: Implement consistent standards for OFEO processes

Strategies
- Streamline execution of revitalization, maintenance and minor repair projects
- Continue to implement and develop best practices
- Share OFEO best practices with industry

Objective: Maximize efficiencies with effective information technology management

Strategies
- Create a common vision for information technology and its implementation
- Create a robust one-stop web site to fulfill user needs

Objective: Improve customer service

Strategies
- Sharpen the focus on customer requirements
- Develop and consistently implement OFEO processes
GOAL 4
An Empowered Organization:
One Team Driving Forward

Objectives & Strategies

Objective: Empower the workforce
Strategies
- Empower individuals to take appropriate ownership of issues
- Celebrate individual and team accomplishments

Objective: Enhance leadership and promote management excellence
Strategies
- Institute new ways of doing business
- Develop current and future leaders

Objective: Enable organizational effectiveness
Strategies
- Become the best place to work
- Enhance, coordinate and develop focused training programs, philosophy and goals for One OFEO
- Improve recruiting and retention practices

OPPOSITE PAGE: The OPS Honor Guard marching with precision in the 4th of July parade. LEFT: Nearly everything our guests encounter displays the proud and practiced commitment to excellence of OFEO’s dedicated staffers. OFEO employees seen here tending the National Air and Space Museum’s exterior.
Who We Are and What We Do
More than you imagined!

Office of Engineering, Design and Construction (OEDC)
- Architectural and engineering services
- Design conformance with life safety codes and standards
- Designs for new construction and renovations
- Procurement and management of design and construction service contacts
- Management and oversight of new construction and facilities renovation
- New facility technology initiatives
- Building records for all facilities
- As-built floor plans and related space information
- Cost estimates for design and construction projects
- Oversight of OFEO’s Construction Industry Institute best practices program

Office of Facilities Management and Reliability (OFMR)
- Facilities management
- Custodian and labor services
- Craft services
- Utilities management
- Facilities engineering systems management
- Energy management
- Transportation operations
- Mail services
- Horticulture
- Audio visual services

Office of Planning and Project Management (OPPM)
- Plan and program design and construction management
- Execution of the SI Capital Program
- Project management for new and renovated spaces
- Design review for preservation standards and compliance
- Historic Structures Reports
- Coordination of new museum designs with external stakeholders
- Environmental review (National Environmental Policy Act)
- Oversight and management of leased properties
- Stewardship of the Castle Collection of furniture and decorative arts

Office of Protection Services (OPS)
- Security management
- Emergency response services
- SI disaster preparedness
- Personnel security
- Technical security services
- Criminal investigations and collections escort services
- Parking management program
- Host annual National Conference on Cultural Property Protection
- Honor Guard
- Canine Program

Office of Safety, Health and Environmental Management (OSHEM)
- Environmental management and protection
- Industrial hygiene services
- Hazardous waste management services
- Fire protection and safety program management
- Incident investigation of accidents, fires, and environmental spills
- Acceptance testing of fire and life safety systems
- Occupational health and health risk management
- Case management and return-to-employment
- Zoonosis and travel medicine programs
- Full spectrum, multi-level safety, health and environmental training