



Smithsonian  
Institution

## OFFICE OF FACILITIES ENGINEERING AND OPERATIONS

OFFICE OF  
ENGINEERING,  
DESIGN AND  
CONSTRUCTION

OFFICE OF FACILITIES  
MANAGEMENT  
AND RELIABILITY

OFFICE OF PROJECT  
PLANNING AND  
MANAGEMENT

OFFICE OF  
PROTECTION  
SERVICES

OFFICE OF SAFETY,  
HEALTH AND  
ENVIRONMENTAL  
MANAGEMENT

SMITHSONIAN  
TROPICAL RESEARCH  
INSTITUTE FACILITIES

RESOURCE  
MANAGEMENT

## OFEO STRATEGIC PLAN

*Fiscal Years 2009–2013*

OFFICE OF FACILITIES ENGINEERING AND OPERATIONS



A Chandra X-ray Observatory image of the Westerlund 2 star cluster. The image shows a dense field of stars in various colors (blue, yellow, red, purple) against a dark background. A prominent bright yellow and white star is visible in the center, surrounded by a cluster of other stars. The overall appearance is that of a young star cluster.

## NOTE FROM THE DIRECTOR

Chandra X-ray Observatory image shows Westerlund 2, a young star cluster with an estimated age of about one or two million years.

**W**e 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.

A handwritten signature in blue ink, appearing to read "W. Brubaker".

William W. Brubaker





# TABLE OF CONTENTS

- NOTE FROM THE DIRECTOR ..... 1
- TABLE OF CONTENTS ..... 3
- FOREWORD ..... 5
- MISSION AND VISION ..... 6
- VALUES ..... 8
- GOAL 1: ONE SMITHSONIAN ..... 10
- GOAL 2: SPARKLING FACILITIES ..... 12
- GOAL 3: LEGENDARY SERVICE ..... 14
- GOAL 4: AN EMPOWERED ORGANIZATION ..... 16
- OFEO SERVICES ..... 18
- WORKING GROUP AND STEERING COMMITTEE ..... 20
- PHOTO CREDITS ..... 21

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.





**OPPOSITE PAGE:** The opening of the Steven F. Udvar-Hazy Center near Dulles Airport in 2003 allowed the Smithsonian, for the first time, to display almost 80% of the world's largest collection of air and space artifacts. **LEFT:** Seen here, the Boeing Aviation Hangar near the end of its construction.

## FOREWORD



**T**his 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





SMITHSONIAN INSTITUTION MISSION:

“...the increase and diffusion of knowledge...”

## MISSION AND VISION



**OPPOSITE PAGE:** Opened in 2004 to architectural accolades for its dramatic cantilevers and curvilinear surfaces, the National Museum of the American Indian is a gem in Washington, DC. The building evokes a wind-sculpted mesa, and its many unique features capture the spirit of Wind, Water and Light that shaped the natural environment of America's First People. **LEFT:** The National Museum of the American Indian's domed roof rises 120 feet from the floor of the lively Potomac gathering place below, and is 120 feet in diameter. Celestial references abound in this space.

### **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





**OPPOSITE PAGE:** Transformed from the grandeur of the Patent Office Building which broke ground in 1836, the Donald W. Reynolds Center for American Art and Portraiture was named one of the “new seven wonders of the architecture world” following the addition of the spectacular canopy roof atop the lively and inviting Robert and Arlene Kogod Courtyard. **LEFT:** An architectural fusion of old and new, the Donald W. Reynolds Center reopened in 2006, once again joining two museums under one spectacular roof.

## VALUES



### OFEO 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:

**B**ALANCE

**E**XCELLENCE

**S**ERVICE

**T**EAMWORK

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.



## GOAL 1

# One Smithsonian: Facilities and Programs Partnered for Excellence

## OBJECTIVES & STRATEGIES

### 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



**OPPOSITE PAGE:** The Smithsonian Castle Haupt Garden sits atop an underground complex that contains two modern museums, offices and educational spaces. **LEFT:** An artist's rendition of the Star-Spangled Banner Gallery, located in the massively renovated National Museum of American History, reflects the latest developments in exhibit design, presentation, and preservation of America's most precious artifacts.



## GOAL 2 Sparkling Facilities: Impassioned Stewardship in Action

### OBJECTIVES & STRATEGIES

#### 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: 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: 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: 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

**OPPOSITE PAGE:** No detail is too small as OFEO staff strive to create spaces that enrich the lives of the Zoo's visitors, enhance the lives of the Zoo's residents and encourage the reproductive success of some of the world's most endangered species. **LEFT:** First in and last out is the mantra of OFEO personnel. We awaken the buildings in the morning, tuck them in at night and protect them 24 hours a day, 7 days a week, 365 days a year.



## GOAL 3

# Legendary Service: Leading the Field with Best Practices

## OBJECTIVES & STRATEGIES



**OPPOSITE PAGE:** A view of the Smithsonian Tropical Research Institute's newest laboratory located in Bocas del Toro Province. **LEFT:** Officer Darryl King greets staff and visitors outside of the National Air and Space Museum parking garage.

### **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



**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.

### **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





# Who We Are and What We Do *More than you imagined!*

## OFEO SERVICES

### 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

OPPOSITE PAGE: Cooper-Hewitt National Design Museum located in New York City.

### 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





## WORKING GROUP AND STEERING COMMITTEE

## PHOTO CREDITS

### WORKING GROUP

- ▶ Mike Bellamy (Chair), Office of Engineering, Design and Construction
- ▶ Lawrence Chatman, Office of Protection Services
- ▶ Marlene Flores, Smithsonian Tropical Research Institute
- ▶ Kendra Gastright, Office of Facilities Management and Reliability
- ▶ Sylvia Kendra, Office of Engineering, Design and Construction
- ▶ Amy Marino, Office of Protection Services
- ▶ Debbie Nauta-Rodriguez, Office of Project Planning and Management
- ▶ Gary Ridgway, Office of Safety, Health and Environmental Management
- ▶ Dave Samec, Office of Facilities Management and Reliability
- ▶ Julie Scanlon, Personnel Management and Organizational Development
- ▶ David Voyles, Financial Management, Salaries and Expenses
- ▶ Robert Cavanaugh, Facilitator

### STEERING COMMITTEE

- ▶ William Brubaker, Director
- ▶ Clair Gill, Deputy Director and Chief of Staff
- ▶ Nancy Bechtol, Office of Facilities Management and Reliability
- ▶ Mike Bellamy, Office of Engineering, Design and Construction
- ▶ Sheryl Kolasinski, Office of Project Planning and Management
- ▶ James J. McLaughlin, Office of Protection Services
- ▶ Roger Yankoupe, Office of Safety, Health and Environmental Management
- ▶ Fernando Pascal, Smithsonian Tropical Research Institute
- ▶ Julie Scanlon, Personnel Management and Organizational Development
- ▶ David Voyles, Financial Management, Salaries and Expenses
- ▶ Ellen Williams, Financial Management, Capital

**COVER:** Eric Long, Smithsonian Institution

**INSIDE COVER:** Chandra X-ray Observatory image, the Smithsonian Astrophysical Observatory

**PAGE 2:** Chip Clark, Smithsonian Institution

**PAGE 4:** Carolyn Russo, Smithsonian Institution

**PAGE 6:** Judy Davis, Hoachlander Davis Photography

**PAGE 7:** Patrick Ponton, Smithsonian Institution

**PAGE 8:** Timothy Hursley, Photographer

**PAGE 9:** Ken Rahaim, Smithsonian Institution

**PAGE 10:** Jeff Tinsley, Photographer

**PAGE 11:** Rendering by Skidmore, Owings & Merrill LLP

**PAGE 12:** Jessie Cohen, Smithsonian Institution

**PAGE 3, 5, 14, 15, 16, 17, 18, 20:** Smithsonian Photos

**ABOVE:** Aerial view of the Smithsonian Environmental Research Center located in Edgewater, MD.