Table of Contents

3 Foreword
5 Mission, Vision, Values
7 OFEO Strategic Goals
9 Goal 1: Partner with the Smithsonian Community
11 Goal 2: Care for Distinctive Buildings and Grounds
13 Goal 3: Provide Exceptional Experiences for Internal and External Customers
15 Goal 4: Cultivate a Highly Motivated and Dedicated Workforce
17 Organizational Structure
18 Contributors, Captions, and Credits

Enrich. Preserve. Protect.
Foreword

Enrich. Preserve. Protect.

Welcome to OFEO’s newest Strategic Plan for facilities at the Smithsonian Institution. We spent the past two years developing this plan which will guide us through the rest of this decade. We listened to hundreds of staff members and incorporated their valuable ideas into this plan. Best practices in all of our disciplines have been embedded into its goals and actions. All 1,800 OFEO staff work every day to provide the best possible service to the Smithsonian facilities, staff and visitors. This plan provides a guide which will direct OFEO and keep us focused on the most important tasks going forward. It is our roadmap to being a world-class facilities organization.

It is imperative that we not misuse time or resources because there is so much work to perform and limited resources to address all that is required. We need to utilize the synergy gained by teamwork and partner with the entire Smithsonian and industry alike. Staff must be well trained and experts in all disciplines for the work at hand. Our visitors, staff and collections must come first, in everything we do. This Strategic Plan is chock full of actions for all to follow and this work will lead us toward excellence.

A strategic plan is an essential tool to help guide our work, but OFEO’s true success is dependent on you and your willingness to give the Smithsonian all you have to offer. We need your creativity to get the right work done with fewer resources than you may need. Our success requires your stamina and patience to serve over 25 million visitors and over 12,000 staff, volunteers and students each year. The knowledge and expertise in our business is showcased in your work. Success at the Smithsonian is guaranteed because of the quality work you perform each day for the Smithsonian facilities. With dedicated staff, a mission and vision for facilities excellence and this Strategic Plan, OFEO will achieve our highest goals and become known throughout numerous professional fields for our level of excellence.

Please join me over the next five years by following this innovative plan and putting our hands and heads together to make the Smithsonian experience the best it can be for the public and our magnificent facilities. This plan will help us enrich the visitor experience, preserve our spectacular buildings, and protect our staff, visitors and collections alike. Our Smithsonian deserves nothing less.

Nancy J. Bechtol
Director, Office of Facilities Engineering and Operations
**Mission**

OFEO provides world-class stewardship of Smithsonian buildings, gardens, and facilities -- operating, maintaining, and ensuring a safe, secure, healthy environment that enhances the Smithsonian experience for all.

**Vision**

OFEO will successfully steward the national treasures that are the Smithsonian’s buildings, gardens, and facilities, through the efforts of a highly professional, motivated and dedicated workforce and through collaborative partnerships with Smithsonian stakeholders.

**Values**

OFEO strives to accomplish its 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 the special needs of individual units and standardized operational activities; achieving Excellence through diligent stewardship and innovation; providing exemplary Service to the public and Smithsonian Institution; and engaging in dedicated and effective Teamwork with all of our stakeholders.

We demonstrate our BEST values when we show fairness and respect for our colleagues, our unit partners, and the public.
OFEO Strategic Goals 2015 - 2019

Goal 1
Partner with the Smithsonian Community

Goal 2
Care for Distinctive Buildings and Grounds

Goal 3
Provide Exceptional Experiences for Internal and External Customers

Goal 4
Cultivate a Highly Motivated and Dedicated Workforce
Goal 1

Partner with the Smithsonian Community

**Objective:** Enhance OFEO’s understanding of Smithsonian partners’ goals, values, needs, and constraints

**Strategies**
- Engage with stakeholders to establish priorities, define expectations, make decisions, and solve problems
- Be responsive to the requirements and priorities of all units

**Objective:** Engage in a trustful, mutually beneficial, collaborative approach

**Strategies**
- Establish effective, two-way communications
- Be transparent in communications and decision making
- Build awareness and support among clients for the safety and security of built environments
- Maximize the effectiveness of the Integrated Facilities Teams (IFTs) and other collaborative groups
- Increase OFEO participation in pan-Institutional initiatives

**Objective:** Simplify OFEO service processes

**Strategies**
- Ensure that staff are accessible and approachable for providing information and solving problems
- Streamline business, service and operational processes
- Strike a sensible balance between customization and standardization
- Strengthen troubleshooting mechanisms

**Objective:** Engage with our customers to find ways to excel in a changeable funding environment

**Strategies**
- Collaborate to plan the best use of limited resources
- Team up with other SI units to pursue joint funding opportunities
Goal 2

Care for Distinctive Buildings and Grounds

Objective: Build, maintain, and preserve the Smithsonian’s historic and iconic buildings, research centers, gardens, and natural environments

Strategies
- Design and construct world-class, engaging, and long-lasting facilities
- Develop and enforce Smithsonian design criteria and standards for efficiency, maintainability, and cleanliness
- Protect the character and materials of historic buildings by adhering to Smithsonian Historic Preservation Policy SD 418
- Maintain and preserve natural environmental research areas
- Establish a reliable, long-term chain of resources to maintain facilities and grounds

Objective: Ensure the long-term safety and security of Smithsonian facilities and collections

Strategies
- Enhance collections’ environments to promote good stewardship of national collections
- Design facilities for longevity, maintainability, and resilience to external forces such as those identified in disaster management plans
- Manage and maintain all of OFEO’s SD600 collections according to best practices and professional standards and devote adequate resources to their care, storage, and access

Objective: Promote environmentally sustainable Smithsonian buildings and grounds

Strategies
- Be leaders in the design and construction of high-performance, sustainable facilities
- Comply with environmental regulations and sustainability best practices
- Build support for efficient use of resources throughout the Smithsonian
Goal 3

Provide Exceptional Experiences for Internal and External Customers

**Objective:** Keep the Smithsonian open, inviting, safe, and secure for all

**Strategies**
- Be proactive in preventing and responding immediately to safety, security, and usability issues
- Continuously improve safety performance
- Support Smithsonian employees in leading safer and healthier lives
- Provide a welcoming and accessible environment for visitors and staff

**Objective:** Maintain the highest levels of service throughout facilities’ operations lifecycle of building components

**Strategies**
- Operate, maintain, and revitalize facilities and grounds that are appealing and meet needs and expectations
- Maintain a robust one-stop information center to respond to customer service calls
**Objective:** Foster an organizational culture that is fair, inclusive, and team-orientated

**Strategies**
- Strengthen communication and cooperation across OFEO units
- Understand and address real and perceived equity issues
- Clearly define performance expectations and measures of success
- Measure performance regularly and consistently
- Hold people accountable for their performance
- Make business processes transparent and involve diverse representatives of the workforce in their design

**Objective:** Enhance leadership at all levels

**Strategies**
- Demonstrate excellence in leadership, exemplified by open communication, a positive attitude, fairness, and forward thinking
- Strengthen leadership skills of both current and potential leaders
- Continuously provide opportunities for staff to become leaders

**Objective:** Foster a flexible, dynamic, and knowledgeable work force

**Strategies**
- Support continuous learning and improvement
- Conduct strategic staffing reviews to ensure recruitment of employees with skill sets that align with mission needs
- Continuously improve job retention practices
- Increase cross training of staff to provide diverse learning opportunities
- Recognize and reward innovation and creative problem solving

**Objective:** Create a positive, challenging, and gratifying work environment

**Strategies**
- Communicate to all OFEO employees how they contribute to the Smithsonian’s mission
- Emphasize professionalism and taking pride in one’s performance
- Empower employees to make decisions and take responsibility for their work
- Provide internal and external training opportunities
- Provide the resources to work effectively and in comfort

**Objective:** Position OFEO staff as recognized experts

**Strategies**
- Continue to research, develop, and implement best practices in all OFEO operational, service, and business areas
- Share OFEO best practices with industry, peers, and other external organizations
The OFEO Organization

Office of Business Administration and Technical Services
The Office of Business Administration and Technical Services (OBATS) is the central resource for all aspects of asset management, communications, financial, geographic information, human capital, strategic planning, technology, and facilities information.

Office of Facilities Management and Reliability
The Office of Facilities Management and Reliability (OFMR) operates and maintains Smithsonian facilities 365 days a year, 24 hours a day in and around Washington, D.C.; New York City, NY; Edgewater, MD and Front Royal, VA.

OFEO Facilities at Smithsonian Tropical Research Institute
The OFEO Facilities at Smithsonian Tropical Research Institute (OFETO-STRI) is responsible for supporting all operations, maintenance, design, construction, and security needs and requirements throughout Panama.

Office of Planning, Design and Construction
The Office of Planning, Design and Construction (OPDC) is responsible for planning, design, construction, and revitalization of all Smithsonian owned and leased facilities. The office is made up of four divisions, Planning and Program Management, Engineering and Design, Construction, and Facility Investment and Cost Engineering.

Office of Protection Services
The Office of Protection Services (OPS) protects and secures the Smithsonian’s 19 museums, the National Zoo and 9 research facilities in Washington, D.C., New York, Maryland, Virginia, and Panama. OPS operates programs for security management, criminal investigations, background investigations and credential issuance, and the design and installation of physical security in matters relating to the protection of facilities and collections. OPS provides policy guidance, security assistance, risk assessment and mitigation recommendations, and other specially arranged consultation or protection.

Office of Safety, Health and Environmental Management
The Office of Safety, Health and Environmental Management (OSHEM) provides the Smithsonian with the policy, guidance, and assistance for management of safety, occupational health and wellness, fire protection, and environmental management programs for staff and volunteers. We promote a safe visitor experience, to include providing emergency first aid to those visitors and staff in need of assistance.

Smithsonian Gardens
Smithsonian Gardens extends the museum experience in a public garden setting, inspiring visitors with innovative displays and educating them about plants, the natural environment, and artistic design through exceptional gardens, horticultural exhibits, collections, and education programs.

Captions and Credits
Cover: Construction in progress photo of the National Museum of African American History and Culture at dusk. Dorian Shy
Inside Cover: Arts and Industries Building upon completion of the Shell Revitalization Project. Peter Crane Photography
Page 4: One of Todd McGrain’s Lost Bird sculptures in the Enid A. Haupt Garden. Eric Long
Page 6: Office of Facilities Engineering and Operations’ Smithsonian Tropical Research Institute employee replacing the main cable on the Sherman crane. Namidar Singh
Page 6: Office of Facilities Management and Reliability employee cleaning the glass railing at the National Air and Space Museum. Nistasha Perez
Page 6: Graduation and commissioning of Museum Protection Officers and Zoo Police Officers of the Office of Protection Services after Basic Entry Level Training. Lisa Perry
Page 7: Aerial view of the Charles McC. Mathias Laboratory at the Smithsonian Environmental Research Center. Hensel-Phelps
Page 10: Aerial view of the Charles McC. Mathias Laboratory at the Smithsonian Environmental Research Center. Hensel-Phelps
Page 13-14: Office of Facilities Engineering and Operations interns on a tour of the Smithsonian Environmental Research Center. Nistasha Perez
Page 16: Office of Facilities Engineering and Operations 2014 Peer Recognition Award recipients with Director Nancy Bechtol, Deputy Director Walt Ermac and Under Secretary for Finance and Administration Al Horvath. Michael Barnes

Back cover: Architectural rendering of the National Museum of African American History and Culture. Eric Long

Contributors
A special thank you to the following employees who participated in the creation, content, design and layout of the 2015 – 2019 OFEO Strategic Plan.


Enrich. Preserve. Protect.
Office of Facilities Engineering and Operations

Office of Business Administration and Technical Services

Office of Facilities Management and Reliability

OFEO Facilities at Smithsonian Tropical Research Institute

Office of Planning, Design and Construction

Office of Protection Services

Office of Safety, Health and Environmental Management

Smithsonian Gardens