What is a Strategic Facilities Plan (SFP)?

IFMA San Diego
March 10, 2010
IFMA defines the Strategic Facility Plan:

“A Strategic Facility Plan (SFP) is defined as a 2 to 5 year facilities plan encompassing an entire portfolio of owned and/or leased space that sets strategic facility goals based on the organization’s strategic (business) objectives.

The strategic facilities goals, in turn, determine short-term tactical plans, including prioritization of, and funding for, annual facility related projects.”
WHY HAVE A STRATEGIC OCCUPANCY PLAN?

- Consolidation
- Growth or Downsizing
- Reorganization
- Acquisitions
- Facility Efficiency
- Relocation
WHY DON’T YOU HAVE A STRATEGIC FACILITIES PLAN?

- Unreliable Data
- Disconnected from Senior Management
- Too Busy
- Lack of Experience
- Band Aid Approach
- Can’t Afford It!
WE SAY YOU CAN’T
AFFORD NOT TO
LONG RANGE: Multiple Years
(30,000 foot view)

- Strategic Business Plan
  - What we do
  - How we do it
  - Where we are going

- Critical Factors in Gap Analysis
  - Market data
  - Historical data
  - Regulatory Matters
  - Economy
  - Finances

- Long Range Plan
  How to get from current status to desired future

SHORT RANGE: Current Year
(10,000 foot view)

- Stop Gap Strategies
  Band-aid projects to address uncertain priorities and shifting directives

ONGOING: Day-to-Day Operations
(Eye level view)

- Implementation
  - Project Budgets
  - Project Schedules
  - Project Teams
  - Project Evaluation

- Chaos Management
LONG RANGE: Multiple Years

Strange Business Plan
- What we do
- How we do it
- Where we are going

Critical Factors in Gap Analysis
- Market data
- Historical data
- Regulatory Matters
- Economy
- Finances

Real Estate Portfolio Goals

Strategic Occupancy Plan

Investigate, evaluate and propose ideal facilities plan matched to Corporate Strategic and Long-range Planning

LONG RANGE: Multiple Years

Yearly Review

Long Range Plan
How to get from current status to desired future

SHORT RANGE: Current Year

(10,000 foot view)

Annual Facilities Plan
- Annual Implementation Plan abstracted from SFP
- Annual Budget
- Strategic Initiatives

Reduce the need for Stop Gap Strategies

Tactical Planning and Management
- Specific Projects Identified
- Quality Control and Management System in place

ONGOING: Day-to-Day Operations

(Eye level view)

Implementation
- Project Budgets
- Project Schedules
- Project Teams
- Project Evaluation

Weekly Review

Results
Facility management professionals implementing strategic long-range real estate goals and objectives
The SFP identifies the type, quantity and location of spaces required to fully support the organization’s business initiatives and should be framed within the organization’s vision.
The SFP includes 3 primary components:

1. An understanding of the organization’s culture and core values.
The SFP includes 3 primary components:

An analysis of how existing and new facilities must manifest that culture and core values within the physical space or support their change.
The SFP includes 3 primary components:

3. An in depth analysis of existing facilities including location, capability, utilization and condition.
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<th>Strategic Facility Plan</th>
<th>Master Plan</th>
<th>Tactical Plan</th>
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<td>Existing condition analysis</td>
<td>Site-specific physical plan for buildings</td>
<td>Maintenance schedules/plans</td>
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<td>Organizational needs statement (linking FM to strategy)</td>
<td>Infrastructure and systems within the site</td>
<td>Operational plans</td>
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<td>Gap analysis</td>
<td>Aesthetics of buildings and grounds</td>
<td>Building floor plans</td>
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<td>Recommendations for new spaces/buildings</td>
<td>Phasing plans for building sequencing</td>
<td>Architectural design/configurations</td>
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<td>Facility cost projections/ life cycle cost analysis</td>
<td>Construction estimates</td>
<td>Operating budget</td>
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<td>Capacity analysis and use recommendations</td>
<td>Engineering assessments</td>
<td>Floor plans or occupancy charts</td>
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<td>Stacking plans</td>
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Specific Analysis Often Incorporated into an SFP

- Feasibility Analysis
- Lease vs. Own Analysis
- Buy/Build/Expand/Renovate Analysis
- Merger/Acquisition Facility Study
- Analysis of Highest & Best Use
- Consolidation Study
- Decentralization Study
- Space Optimization Plan (Restacking Plan)
- Project Estimating and Scheduling
- Stay/Move Analysis
How might you approach a Strategic Facilities Plan?
Strategic Panel

Eric Baugh, BAE

Susan Jentzsch, Qualcomm
When should you start a SFP?
Raytheon’s Strategic Journey

Mike Burmood, CFM

• What we are?
• Where we are?
• Next Steps
Thank You IFMA!

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