

Eye on the USGS

with

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and special correspondents:

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Lou Yost

Bill Lukas

Leadership 201 Action Learning Scenario #2:
Strategic Facilities Management Planning for USGS

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Leadership 201 Action Learning Scenario #2

Strategic Facilities Management Planning for USGS

Strategic Facilities Management (SFM)

Problem: Growing facilities deficit (~\$12 million in FY03) is diverting dollars from science

Answer: Need strategic facilities management plan to assure that USGS facilities are managed in an organized and cost-effective manner

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Answer: Need strategic facilities management plan to assure that USGS facilities are managed in an organized and cost-effective manner

Strategic Facilities Management (SFM)

Questions We Addressed:

- How do we communicate SFM to USGS?
- What are critical data needs for SFM?
- Who should be involved in SFM decision process?
- What factors should be considered in making SFM decisions?
- What leadership qualities are needed to implement SFM plan?

**Will also present a few “Outside the Box”
options for funding USGS facilities!**

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Strategic Facilities Management (SFM)

Question #1: How do we communicate SFM to USGS?

- Send all employee e-mail announcing SFM website
- Establish SFM Website to:
 1. Post SFM master plan and timeline for facilities decisions
 2. Perform on-line USGS facilities survey
 3. Post results of SFM data collection, meeting minutes, results of online survey and site visits
 4. Establish chat room to facilitate employee input
 5. Provide updates on SFM decision-making process and contact info for key SFM decision makers

Although the SFM process has already begun in each Region we feel it is very important that the ELT keep USGS employees informed about the process. This is true for USGS as a whole and not just those employees that are (or potentially will be) affected by SFM decisions. Hence we recommend an initial all-employee e-mail from the Director that would update all employees on the SFM process, including where we've been, where we are, and where we hope to be in the future. The e-mail would announce the establishment of an intranet SFM website where USGS employees could go to learn the latest on the SFM process. The website would contain a variety of features as outlined above.

USGS Sells Facility Naming Rights



Outside the Box Facilities Funding solution #1: Have USGS start selling naming commercial rights to larger facilities. Probably conflicts with the Organic Act somehow but worth a shot!

Strategic Facilities Management

Question #2: What are critical data needs for SFM?

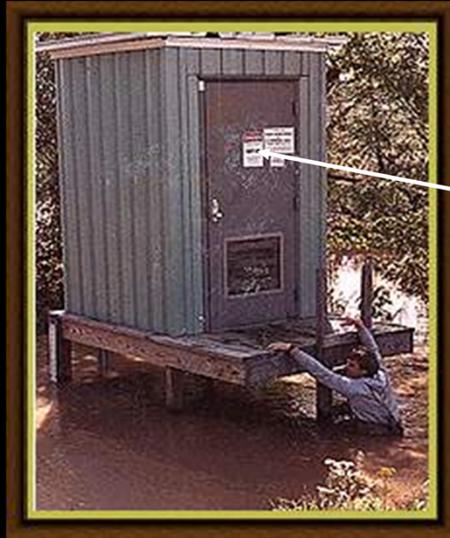
1. Facility use and mission: office, lab, warehouse, other
2. Building characteristics: size, location, type of holding...e.g. owned, GSA lease, coop space, terms of lease etc
3. People: number and type (perm, term, contractors), discipline, salary and benefits,
4. Costs: O&M, unit cost to rent or own, utilities, other, etc
5. Condition: assessment results, deferred maintenance and capital costs, improvement requirements
6. Co-location with other DOI agencies, universities, cooperators
7. Intangibles: employee satisfaction, does facility result in integrated science, best fit of design and mission?

Use GIS to analyze and display key SFM data sets

We assume that ELT and others involved in this process to date have given much thought about all the different types of facilities data that is needed to make SFM decisions. We understand from Debbie that a lot of the key data have already been collected but that getting it organized into a single database (even at the regional level) remains a challenge.

Our key recommendation here is to utilize GIS technology as much as possible to analyze USGS facilities data. GIS will enable the ELT to visually compare facility use in terms of any of a number of variables once the GIS databases are populated. Not easy or cheap but we feel the benefits of this approach are considerable for both current and future planning efforts.

USGS Adopt-A-Stream Gage Program



Outside the Box Facilities Funding solution #2: Have USGS start an “Adopt-A-Stream Gage” Program. No doubt there are many organizations who would lend their name and funding to such an endeavor if its properly marketed.

Strategic Facilities Management (SFM)

Question #3: Who should be involved in SFM decision process?

1. **Organized by Regions; each region has its own Facilities Regional Action Team (FRAT)**
2. **Bottom-up feedback process with DCs, SIC, and other facility managers providing direct input to each FRAT**
3. **Regional Directors provide recommendations to ELT and Director's office.**
4. **Independent Review Board reviews major facility decisions**

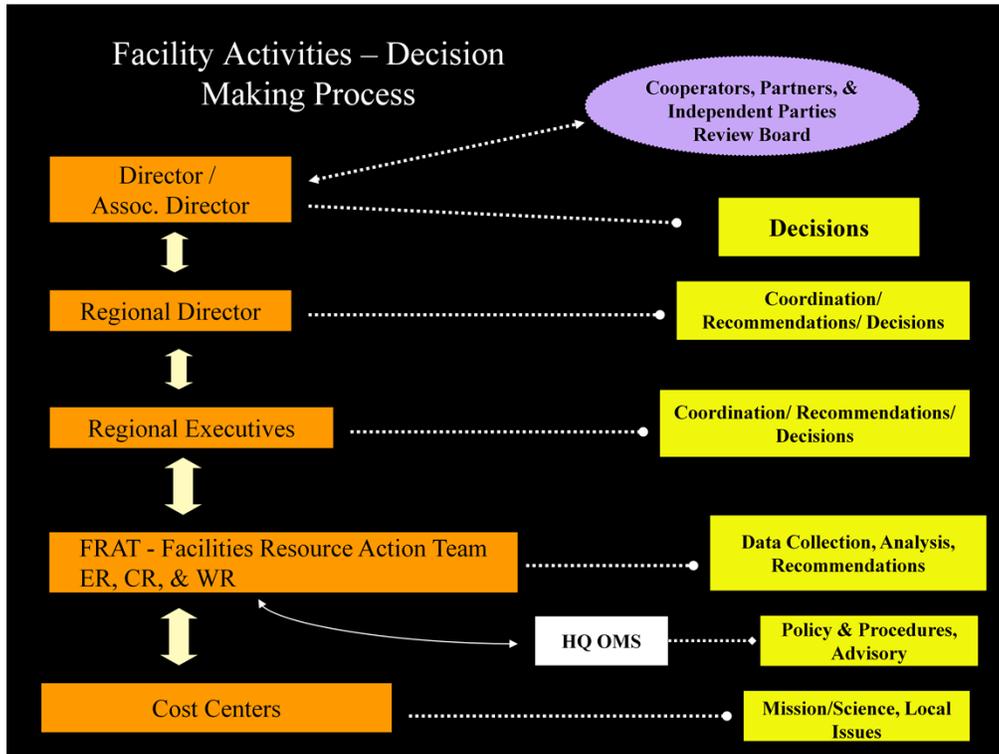
SFM decision process illustrated on next slide

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SRM decision process illustrated on next slide



Facility Activities – Decision Making Process



Outside the Box Facilities Funding solution #3: Have USGS partner with Habitat for Humanity to create Habitat for Science Program.

Strategic Facilities Management (SFM)

Questions We Addressed: What factors should be considered in making SFM decisions?

- **Science:** How does decision meet current and future science needs?
- **Costs:** Reducing costs is important but should not be only criteria
- **People:** Impact of colocation/consolidations/closings on employees, cooperators, and sister agencies should be major consideration.

Does decision work for them?

- **Support of Program:** Does decision foster integrated science?
- **Timing:** Does decision meet short and/or long-term needs of USGS?

Although cost and scientific integration were prominently featured throughout the Draft Facilities Management Plan provided to us by Nancy, we saw little mention of whether or not the impact of SFM decisions on USGS employees, our partners, and our sister agencies was being considered. Hence we recommend that the “people” factor be explicitly included in the SFM decision-making process if that hasn’t already occurred.

Strategic Facilities Management (SFM)

Questions We Addressed: What leadership qualities are needed to implement SFM plan?

- **SFM decisions must be made to:**
 1. Improve USGS science capabilities,
 2. Account for impacts on key stakeholders
 3. Reduce facility costs

- **Leaders involved in SFM planning must be:**
 1. Decisive (willing to implement plans)
 2. Flexible (willing to change plans)
 3. Good communicators (ability to gain majority acceptance of key SFM decisions)

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Further Discussion?

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