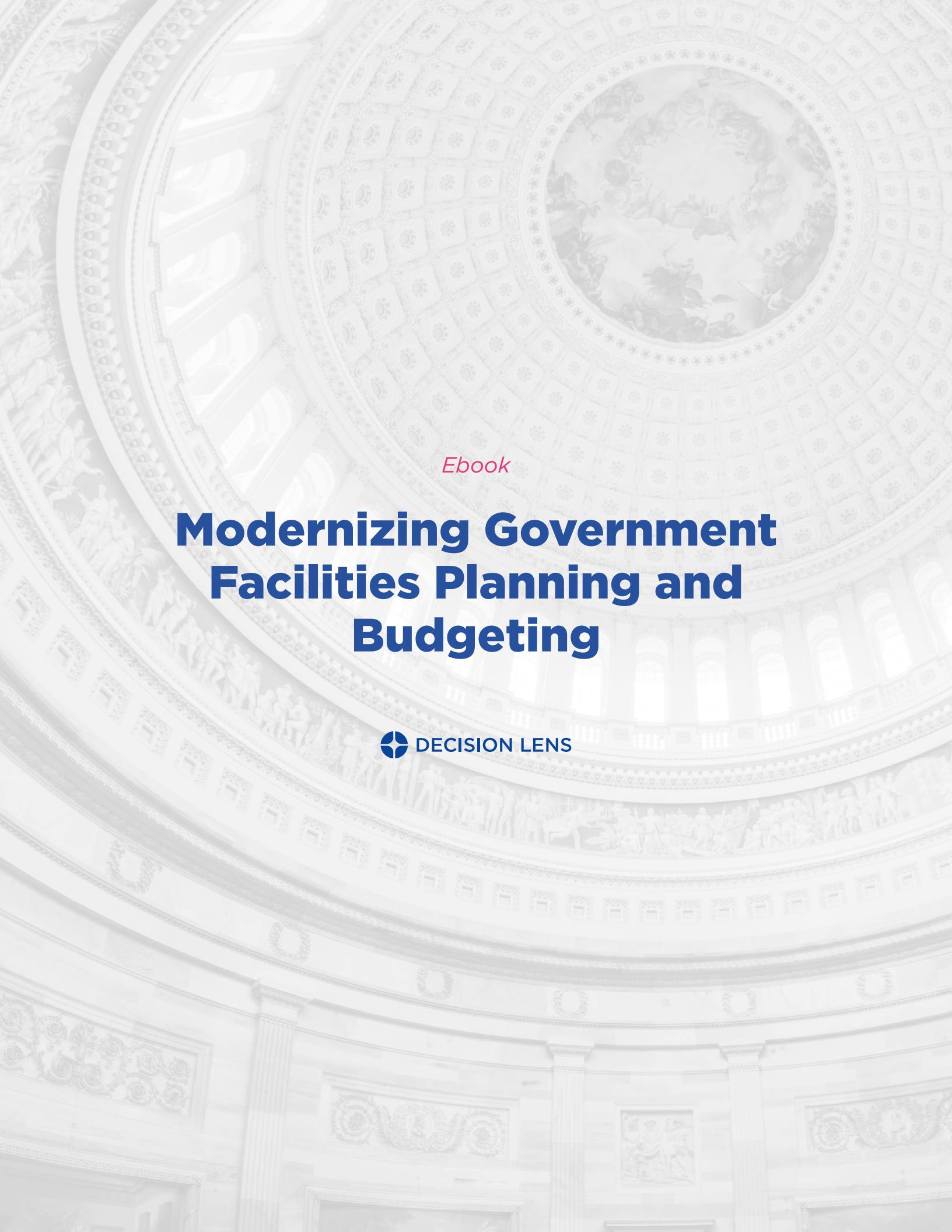

*Ebook*

# Modernizing Government Facilities Planning and Budgeting

DECISION LENS

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# Introduction

The COVID-19 pandemic exposed weaknesses in the current approach to facilities maintenance, accelerating the need to modernize. The move to hybrid or fully remote work, large scale population movements, the increasing adoption of online citizen services, and the ever-present threat of another lockdown-inducing global event have underscored the urgent need for transformation.

In this eBook, we will explore best practices for process modernization, assess how collaborative cloud software fits into the solution set, and highlight effective strategies for generating organization buy-in to change.

CHAPTER 1

# Why Facilities Management Planning Needs to Modernize Now

## The Inability to Deal with the COVID-19 Pandemic

The COVID-19 pandemic brought about unprecedented challenges. Facilities professionals suddenly had to prioritize investing in retrofitting buildings to minimize the spread of the virus at the cost of other needed investments. They had to plan for disruption in building maintenance as supplies became constrained and workers stayed at home. Funding various projects became impossible as inflation drove up the price of everything.

The technology required to make better, faster, data-driven resource allocation decisions was not available. Understanding the changing needs across the entire facilities portfolio in real-time was impossible. The result was wasted spend, inefficient operations, and missed opportunity.

The pandemic highlighted the importance of robust and agile planning and decision-making tools that can enable agencies to adapt swiftly to future crises and ensure seamless service delivery.

## Building Maintenance is Confounded in a Hybrid Work Environment

Known patterns are easy to predict and simple to create a process around. When everyone went into the office every day, understanding the impact on maintenance was straightforward. However, hybrid work is inherently unpredictable. Some days buildings are full, andsome weeks are busier than others. This creates both short and long-term complications for facilities managers.

In the short-term, ensuring the maintenance of a building must become more flexible. This can include lower cost items such as scheduling daily maintenance. This may have little financial impact at the level of an individual building, but across a portfolio it can be profound. In this case, agility becomes critical. In the long term the wear and tear and material investment can change dramatically. For example, office equipment for daily use, such as desks and chairs, had a straight-line lifespan, which is now variable depending on how frequently they're used. This means a more flexible approach could extend the maintenance and lifecycle timeline for equipment.

Ultimately, the tools facilities professionals relied on pre-pandemic were too rigid to allow for the flexibility of this new normal, which requires flexible spending and the allocation and re-allocation of funds necessary to maintain a more dynamic portfolio.

## Population Movements

Population movements, both within the country and internationally, have also affected the distribution of government facilities and service centers. As demographic trends shift, agencies may encounter challenges in meeting the needs of different regions and communities effectively with the current facilities available or may see underutilization of existing facilities in areas with population decreases.

Modern planning processes enable agencies to analyze population trends and needs, which allows them to adapt their leasing portfolio to match new needs. By embracing data-driven decision-making, agencies can relocate or expand facilities to better serve the public and align with changing demographic patterns.

## The Surge in Online Citizen Services

The pandemic also became an inflection point for the growing digitalization of government services. The marked increase in citizens' reliance on online platforms for accessing information and conducting transactions has implications for how agencies prioritize funding for service delivery. Consequently, facilities budgets may shift toward IT spend as physical government facilities experience reduced foot traffic and lower demand for in-person services.

Facilities managers must consider the changing expectations of citizens and the demand for online services. Agencies can repurpose underutilized physical spaces to serve as service centers or provide hybrid services that blend online and in-person interactions, ensuring accessibility and convenience for all citizens.

## Conclusion

By leveraging technology, and making data-driven decisions, government agencies can enhance operational efficiency and improve service delivery. Modernization is not merely a response to present challenges but a strategic investment in the future, enabling planners to keep government facilities adaptable and fully equipped to serve the evolving needs of the citizens they support.

CHAPTER 2

# Integrated Planning: A Framework for Modernization

In the face of rapidly changing demands and challenges, traditional facilities management planning, which tends to be centrally controlled, rigid, and reliant on consistency, is no longer fit for purpose. Integrated planning is the next evolution and offers a transformative framework which ensures spending always aligns with agency missions, goals, and strategic direction even as conditions change.

This chapter explores what integrated planning entails, highlights the benefits it brings to facilities management planning, and outlines the steps to successfully implement an integrated planning framework.

## What is Integrated Planning?

Integrated planning is a holistic approach that involves aligning various planning processes and initiatives within an organization. It seeks to break down silos and foster collaboration among different departments, units, and stakeholders to develop a cohesive and comprehensive plan that supports the overarching mission and vision of the agency. This includes aligning facilities management goals with agency objectives, budgetary considerations, workforce needs, technological advancements, and the evolving expectations of citizens and employees. There are many benefits in moving from a siloed approach to an integrated approach:

### Ensures Portfolio Alignment

As inflation continues to hurt agency budgets, the ability to effectively prioritize projects will become more and more important. By integrating facilities management planning with agency objectives, government agencies can ensure that their facilities directly contribute to achieving broader strategic goals. This alignment enables facilities to become enablers of mission success rather than isolated assets with limited relevance to the agency's overarching vision.

For example, let's say a federal agency is tasked with modernizing its nationwide network of public libraries. Traditionally, the agency might have prioritized resources to focus on library renovations such as building remodeling and replacing desktops used in the library. Though these investments would undoubtedly make a difference, they may not make the biggest impact possible.

By adopting integrated planning principles, the agency begins by aligning agency objectives, such as promoting education and community engagement with specific goals for the facilities, such as providing enhanced digital access and interactive learning spaces. This may instead have led to investing more heavily in updating Library Wi-Fi systems, repurposing rooms to include interactive learning systems, and other investments which not only modernize but also improve utilization of library resources to better serve the public.

### Makes Planning Agile and Adaptable

The flexibility afforded by integrated planning enables agencies to update plans and re-allocate resources as circumstances change. COVID is a prime example but not the only one. Even something as regular as a supply chain breakdown delaying a project start would benefit from a prioritized list of projects to allow for the rapid re-allocation and scheduling of resources to the next available project.

## Implementing an Integrated Planning Framework

The successful implementation of an integrated planning framework requires a strategic and collaborative approach. Below are the essential steps to bring integrated planning into practice for facilities management:

### STEP 1 Start With the End in Mind

Begin by defining clear objectives that align with the agency's mission and strategic priorities. From there, create measurable goals with specific performance indicators so that appropriate data can be maintained. Engage key stakeholders, including top-level executives, facilities managers, and representatives from relevant departments, to ensure buy-in and shared understanding of the vision of how objectives and goals align.

### STEP 2 Establish Cross-Functional Teams

Form cross-functional teams that represent various areas impacted by facilities management, such as finance, human resources, IT, and operations. These teams will collaborate throughout the planning process to identify interdependencies and ensure a holistic approach.

### STEP 3 Make Data an Actionable Asset

Data is the foundation of integrated planning. Creating a decision model that evaluates critical criteria across an entire portfolio makes comparing the impact of decisions possible. Some of these criteria could include location, regulatory requirements, maintenance costs, workforce needs, citizen feedback, and other factors influencing facilities management. Integrated planning provides the full view from ideation to execution to assess impact.

### STEP 4 Prioritize and Align Projects

Prioritize facility projects based on their alignment with agency objectives and the potential for positive impact. Consider factors such as cost, feasibility, and urgency when prioritizing projects. Align facility projects with the agency's budget cycle and strategic planning timelines.

### STEP 5 Conduct Scenario Planning

Utilize scenario modeling tools and techniques to explore different planning scenarios and their potential outcomes. Scenario modeling allows agencies to evaluate the impact of various decisions and contingencies, leading to more robust and adaptable plans.

### STEP 6 Develop a Comprehensive Plan

Integrate the findings from data analysis, scenario modeling, and project prioritization into a comprehensive facilities management plan. This plan should outline specific actions, timelines, responsibilities, cost data, spend tracking, and performance metrics for each project.

### STEP 7 Monitor and Evaluate Progress

Continuous monitoring and evaluation are essential to the success of integrated planning. Regularly review progress against the plan's objectives and adjust strategies as needed to remain responsive to changing circumstances.

## Conclusion

Integrated planning offers a powerful framework for modernizing facilities management within government agencies. With integrated planning as the foundation, government agencies can position themselves for success by aligning facilities investments with agency objectives, optimizing resource allocation, improving decision-making, and fostering agility to meet the challenges of an ever-changing landscape.

CHAPTER 3

# Best Practices for Modern Facilities Management Planning

Effective facilities management planning is vital for government agencies to optimize resources, enhance operational efficiency, and provide needed facilities to the public. In this chapter, we will explore how software can be adopted to modernize and optimize facilities management planning and achieve better outcomes.

## Give All Stakeholders a Voice

In the past, many planning sessions took place in a conference room where issues were resolved, and decisions made. This approach allowed the loudest voice to dominate the conversation while many informed individuals were ignored. Hybrid work has made the in-person planning difficult but still hasn't addressed the loudest voice or gut decision issue. Software can overcome both of these challenges by bringing people together virtually and democratizing the opinions of all stakeholders, giving them equal weight. The right technology will allow experts in their respective areas – no matter where they are – to provide valid opinions which can be used in the final evaluation.

As has already been mentioned, effective collaboration among various stakeholders is crucial for successful facilities management planning and budgeting. By involving key decision-makers, facility managers, maintenance staff, and other relevant parties, agencies can gain different perspectives and ensure that all viewpoints are considered when making critical decisions. Collaborative planning also fosters a shared sense of ownership and accountability, leading to better outcomes and greater buy-in from stakeholders.

Creating a culture of collaborative decision-making enables agencies to benefit from diverse insights and perspectives, leading to more well-rounded and effective facility management strategies. Regular communication and feedback loops with stakeholders contribute to continuous improvement and a deeper understanding of facility needs and challenges.

## Transparent Decision-Making and Accountability

Transparency in decision-making processes helps improve and maintain public trust. By clearly communicating facility management plans, budgets, and outcomes, agencies can demonstrate their commitment to responsible stewardship of public resources. Transparent practices build public confidence and support for facilities management initiatives.

## The Role of Performance Measurement and Continuous Improvement

Establishing performance metrics and key performance indicators (KPIs) is important for monitoring the efficiency and effectiveness of facilities management initiatives. Performance metrics provide quantifiable data on various aspects of facility operations, such as energy consumption, maintenance costs, and occupant satisfaction.

By regularly tracking and analyzing performance metrics, agencies can identify areas for improvement and make data-driven adjustments to their strategies. KPIs provide valuable insights into the success of facility management efforts, allowing agencies to continually enhance their services and meet citizens' expectations. For example, Occupancy Cost per Employee helps planners evaluate the cost-effectiveness of space allocation by dividing total occupancy costs (rent, utilities, maintenance) by the number of employees using the space. Identifying facilities where space is underutilized can help planners make decisions when leases are up.

## Energy Efficiency and Sustainability Initiatives

Incorporating energy efficiency and sustainability initiatives into facilities management planning is a best practice that aligns with broader government goals of environmental stewardship. By implementing energy-efficient technologies, renewable energy sources, and eco-friendly practices, agencies can reduce their environmental impact and operational costs.

Energy-efficient facilities consume less energy, leading to cost savings in the long term and reducing greenhouse gas emissions. Sustainable practices such as water conservation, waste reduction, and green building designs contribute to a more resilient and eco-friendly infrastructure.

## Conclusion

In conclusion, embracing best practices in facilities management planning is crucial for government agencies to optimize resources, enhance operational efficiency, and deliver high-quality services to the public. From collaboration and stakeholder engagement to performance measurement, space utilization optimization, and sustainability initiatives, each best practice contributes to a more streamlined and informed facilities management process. Moreover, focusing on energy efficiency, emergency preparedness, and stakeholder engagement further enhances the effectiveness of facilities management efforts. By adopting these best practices, planners can pave the way for efficient and resilient facilities, supporting the agency's mission and serving the public effectively.

CHAPTER 4

# Leveraging Decision Lens for Integrated Facilities Planning and Budgeting

In today's rapidly evolving digital landscape, technology plays a pivotal role in shaping the way agencies manage their facilities. Embracing software solutions is essential for enhancing operational efficiency, optimizing resource allocation, and streamlining decision-making processes. In this chapter, we will explore the benefits of adopting software solutions in facilities management and delve into how Decision Lens can help.

## Introducing Decision Lens

Decision Lens is a cutting-edge integrated planning solution that can modernize facilities management planning and budgeting for agencies. While this eBook has primarily focused on the challenges, best practices, and future trends in facilities management, it is essential to highlight how Decision Lens can address these issues effectively.

## Scenario Planning

With Decision Lens, government agencies can create and evaluate multiple scenarios with ease while considering different funding levels, priorities, and risk factors. "What-if" Scenario Planning with Decision Lens allows flexibility to re-prioritize your portfolio and receive real-time adjustments based on changes made to your weighted criteria.

## Streamlining Data Intake

Decision Lens integrates seamlessly with various data sources while also enabling live updating, making data intake and management easier and more reliable. Enhanced collection, organization, and prioritization of requests through our secure, customizable forms which feed input into a structured data model enables greater transparency and security. By centralizing and analyzing real-time data, agencies can make well-informed decisions and optimize resource allocation for their facilities.

## Enhancing Collaborative Planning and Prioritization

Decision Lens facilitates collaborative planning by bringing together various stakeholders, including decision-makers, facility managers, and budget analysts into one prioritization framework. This collaborative approach demolishes siloed decision-making and ensures that all viewpoints are considered, leading to greater transparency and buy-in from stakeholders.

# Conclusion

As the landscape of facilities management continues to evolve, embracing technology becomes imperative for government agencies to modernize their planning and budgeting processes. Decision Lens offers a comprehensive and innovative solution to address the challenges and complexities of strategic facilities management planning.

By streamlining data intake, facilitating scenario planning, enhancing collaborative prioritization, optimizing resource allocation, mitigating risks, and providing real-time insights, Decision Lens empowers agencies to make strategic and informed decisions that align with their mission and objectives.

Incorporating Decision Lens into facilities management planning enables agencies to navigate the ever-changing demands of the modern world more effectively. The software empowers agencies to achieve operational excellence, enhance service delivery, and improve the allocation of investments to maximize returns for the public.

By combining the best practices outlined in this eBook with the capabilities of Decision Lens, government agencies can pave the way for a more agile, adaptable, and modern facilities management process. This holistic approach positions agencies for success in meeting the challenges and opportunities that lie ahead, delivering quality services to the public, and fulfilling their mission with excellence. With the powerful combination of integrated planning and cutting-edge technology, the future of government facilities management is brighter than ever before.

## About Decision Lens

Decision Lens is integrated planning software which modernizes how government prioritizes, plans, and funds. Leveraging our unique expertise in decision science, customers across the Department of Defense, intelligence community, and federal civilian agencies achieve a sustained operational advantage though superior long-range planning, continuous medium-range prioritization, and short-range funding execution.

Decision Lens addresses the shortcomings of the current defense budget system by developing cutting edge technology, relying on process re-engineering best practices, and hiring experts who get organizations to realize value quickly. With Decision Lens, the DoD will realize the agile, accountable, and collaborative approach required to retain US global dominance.

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