

## Institute in Action: Facility Performance and Sustainability

# VA Facility Management Transformation Initiative

The U.S. Department of Veterans Affairs (VA) provides services and care for an estimated 22.7 million Veterans through three major organizations: the Veterans Health Administration, Veterans Benefits Administration and National Cemetery Administration. VA provides services, benefits and health care through a nationwide network of 153 hospitals, 956 outpatient clinics, 134 community living centers, 90 domiciliary residential rehabilitation treatment programs, 232 Vet centers, 57 Veterans benefits regional offices and 131 National Cemeteries.

In 2009, Secretary of Veterans Affairs Eric K. Shinseki created the VA Transformation Initiative T-21 to transform the

Department into a 21st Century organization. The VA Facility Management (VAFM) Transformation Initiative is one of a number of integral initiatives under T-21. The Office of Construction and Facilities Management (CFM) initiated the VAFM Transformation Initiative at the beginning of fiscal year 2010 to promote advances in life-cycle facility management, including planning, design, acquisition, construction, sustainment and decommissioning. The VAFM transformation will improve operations by introducing enterprise processes for planning and execution of maintenance programs to enhance sustainability of VA infrastructure and improve workforce management.

To manage the VAFM Transformation Initiative, CFM created a multi-disciplinary Action Team under the guidance of an industry-wide Advisory Group. The Action Team was charged with dramatically improving facility planning, project delivery and operations. The Advisory Group provided guidance and recommendations to both the Action Team and VA management by identifying and recommending best practices from government and private industry.

The National Institute of Building Sciences serves as the primary consultant and liaison between VA staff, consultant subject matter experts (SMEs), public and private sector interviewees, and Advisory Group members involved in this effort. The new VAFM operating construct, once established, will integrate functions associated with facilities management services and activities across staff offices and administrations. Transformation of facilities management will reflect three service delivery platforms: the VA Central Office

(VACO), new regional facilities and acquisition support offices, and local installations, identifying the organizational and staffing needs, functions, and processes for each platform. The outcomes of this transformation include targeted investment in facilities based on the Strategic Capital Investment Planning (SCIP) process, improved performance rooted on an enterprise (corporate) operations system, and alignment of investment to maximize facility life-cycle performance. ■

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## Participants

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## Looking Ahead to 2011

For calendar year 2011, the Action Team and its five Process Teams (Enterprise Portfolio Management, Planning, Project Delivery, Operations and Maintenance, and Resource Management) will pilot selected transformational changes to improve the ways VA delivers life-cycle facilities management services. The future enterprise process provides the framework for implementation; the next step is development of a detailed implementation plan with proof-of-concept pilots for selected priority initiatives.

