

# Real Estate Management Strategic Plan FY 2014-2019

## CUSTOMER FOCUS

REM will conduct periodic school/site visits to foster cooperative relationships with principals and joint occupant tenants.

Survey customers regularly to determine changing requirements, special needs, and REM team weaknesses.

Keep customers and stakeholders informed of process and policy changes impacting MCPS real property agreements.

## WORKFORCE EXCELLENCE

REM will attract, hire, develop and retain qualified leaders to fill vacant positions and enhance the team's performance and stability.

Provide opportunities for team members to increase their knowledge and skills in support of their career development goals.

Develop professional growth plans for team members and provide leadership opportunities.

## LEADERSHIP

**Mission:** The Real Estate Management Team (REM) advocates for the real estate interests of MCPS through effective management practices, and identifying revenue and cost reduction opportunities. The REM supports the DFM mission in providing a high quality learning and work environment for students and staff.

### **REM is committed to:**

- Achieve continuous improvement, foster professional learning communities and cross-train to develop a high-performing workforce, and provide professional growth opportunities and support for all team members.
- Seek and understand the perspectives, experiences, and needs of our customers, building strong, mutually supportive relationships with customers, stakeholders, and partners.
- Model civility and professionalism in all interactions and encourage open and honest communications.
- Actively recognize individuals' contributions and progress.
- Embrace workforce diversity, value individuals, be open to different perspectives, and proactively address racial and cultural inequities.
- Foster honesty and strong moral values, uphold ethical standards and promote unity among team members

**Core Values:** Learning, Relationships, Respect, Excellence, Equity, and Integrity.

## STRATEGIC PLANNING

The REM Strategic Plan is the guiding document for the team over the next five years. The focus on achieving the strategic goals will include the team's customers, stakeholders, and members, working collaboratively to improve its systems, processes, information and data sources, and professional growth plans. REM will be strategic in managing MCPS real property assets ensuring long-term and short-term objectives are met.

## PROCESS MANAGEMENT

Review processes annually and adjust as necessary, removing steps that do not add value and adding steps to improve effectiveness.

Meet regularly with internal and external customers to ensure processes are aligned with their requirements and the REM strategic plan.

Involve customers and stakeholders when developing new processes.

Review strategic action items monthly with the team, identifying obstacles and resources required for completion.

## PERFORMANCE RESULTS

### Financial

- Annual revenue received
- Percent of REM costs funded by revenues

### Performance

- Turnover time for lease renewals
- Vacancy rate for available space

### Customer satisfaction

- Satisfaction rating by percent

## MEASUREMENT, ANALYSIS, KNOWLEDGE MANAGEMENT

REM will support the Department of Facilities Management efforts to consolidate data sources, providing better access to information across units and divisions.

Create and maintain a meaningful customer feedback system to identify areas of improvement.

Meet with Long-range Planning and other MCPS stakeholders to survey MCPS real property portfolio to identify surplus space and space for recapture.

Establish and maintain benchmarks based upon customer feedback and industry best practices.